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Services

**GUIDE TO PROTOCOL**

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<b>Chapter 1— AIR FORCE PROTOCOL PROGRAM</b>	<b>7</b>
1.1. Scope. ....	7
1.2. Overview. ....	7
<b>Chapter 2— FLAG BACKGROUND</b>	<b>8</b>
2.1. Purpose. ....	8
2.2. Reference. ....	8
2.3. Overview. ....	8
2.4. Foreign National Anthems. ....	8
2.5. Dipping the Colors. ....	8
2.6. Flag Burning Service. ....	8
2.7. Flag Burning Ceremony. ....	9

2.8.	Flag Ordering for Special Ceremonies. ....	10
2.9.	The National Anthem. ....	10
2.10.	Arranging Flags. ....	10
2.11.	The History of the Stars and Stripes. ....	11
2.12.	Origin of The Colors. ....	13
2.13.	When to Use Flags. ....	14
2.14.	Positional Automobile Flags. ....	14
2.15.	Air Force Boat Flags and Plates. ....	15
<b>Chapter 3—</b>	<b>FUNDING</b>	<b>16</b>
3.1.	Introduction. ....	16
3.2.	Appropriated Funds (APF). ....	16
3.3.	Nonappropriated Funds (NAFs) for Special Morale and Welfare (SM&W) Purposes. ....	17
3.4.	When Government Funds Are Not Authorized or Available. ....	17
<b>Chapter 4—</b>	<b>MENTOS</b>	<b>18</b>
4.1.	Introduction. ....	18
4.2.	Stewardship. ....	18
4.3.	Inventories. ....	18
4.4.	Sources of Mementos. ....	18
4.5.	Stocking Mementos. ....	19
4.6.	Presentation. ....	19
4.7.	Honoraria. ....	20
4.8.	Accepting Gifts. ....	20
<b>Chapter 5—</b>	<b>TRANSPORTATION</b>	<b>21</b>
5.1.	Introduction. ....	21
5.2.	Authorized Use. ....	21
5.3.	Unauthorized Uses. ....	21
5.4.	Using Good Judgment. ....	21
5.5.	Military Airlift. ....	22
5.6.	Spouse and Dependent Travel. ....	22

<b>Chapter 6— TITLES, FORMS OF ADDRESS AND MILITARY ABBREVIATIONS</b>	<b>23</b>
6.1. Introduction. ....	23
6.2. Reference. ....	23
6.3. Guidelines. ....	23
6.4. Examples. ....	24
<b>Chapter 7— PRECEDENCE</b>	<b>26</b>
7.1. Introduction. ....	26
<b>Chapter 8— CUSTOMS AND COURTESIES</b>	<b>27</b>
8.1. Introduction. ....	27
8.2. Reference. ....	27
8.3. Overview. ....	27
8.4. Salutes. ....	27
8.5. Visiting Ships of the Navy. ....	28
8.6. Other Forms of Salutes. ....	29
8.7. Places of Honor. ....	30
8.8. Why Silver Ranks Gold. ....	31
8.9. American Military Decorations. ....	31
8.10. Other Official Customs of the Service. ....	32
8.11. Service Semantics. ....	34
8.12. Air Force Traditions. ....	34
<b>Chapter 9— FORMS OF DRESS</b>	<b>39</b>
9.1. Introduction. ....	39
9.2. Casual Dress. ....	39
9.3. Coat and Tie. ....	39
9.4. Business Suit. ....	39
9.5. Formal Wear. ....	39
9.6. Dress for Retired Members. ....	40
<b>Chapter 10— ADMINISTRATION</b>	<b>41</b>
10.1. Types of Invitations. ....	41
10.2. Elements of an Invitation ( <b>Figure 10.1.</b> ). ....	41
Figure 10.1. Invitation Example. ....	43

10.3.	Working Invitations. ....	43
10.4.	Addressing Envelopes (see <b>Chapter 6</b> ). ....	44
10.5.	Mailing/Distributing Invitations. ....	44
10.6.	R.s.v.p. Worksheet. ....	44
10.7.	R.s.v.p. Responses. ....	44
10.8.	Postponing and Recalling Invitations. ....	45
10.9.	Name Tags. ....	45
10.10.	Table Seating and Arrangements. ....	45
10.11.	Place Cards. ....	45
10.12.	Seating Designators. ....	45
10.13.	Table Settings. ....	46
10.14.	Menu Cards. ....	47
10.15.	Food Cards. ....	47
<b>Chapter 11—</b>	<b>FLIGHT LINE</b>	<b>48</b>
11.1.	Introduction. ....	48
<b>Chapter 12—</b>	<b>DISTINGUISHED VISITORS (DVS)</b>	<b>49</b>
12.1.	Introduction. ....	49
12.2.	Initial Notification of a Visit. ....	49
12.3.	Planning. ....	49
12.4.	International Dignitaries. ....	56
12.5.	Execution. ....	59
12.6.	Post-Visit. ....	61
<b>Chapter 13—</b>	<b>CONFERENCES</b>	<b>62</b>
13.1.	Introduction. ....	62
13.2.	Planning Factors. ....	62
13.3.	Intermediate Stages (Two to Three Weeks Out). ....	63
13.4.	Final Stages (One to Two Weeks Out). ....	63
13.5.	Just Prior. ....	64
13.6.	During Conference. ....	64
13.7.	After Conference. ....	65

<b>Chapter 14— MILITARY CEREMONIES</b>	<b>66</b>
14.1. Ceremony General Management. ....	66
14.2. Military Funerals. ....	67
14.3. Individual Retirements. ....	67
14.4. Promotion Ceremony. ....	68
14.5. Change of Command. ....	70
14.6. Activation, Inactivation and Redesignation Ceremonies. ....	71
14.7. Re-enlistment Ceremony. ....	73
14.8. Award Ceremony. ....	74
14.9. Decoration Ceremony. ....	75
14.10. Reveille and Retreat. ....	75
14.11. Building Dedication/Ribbon Cutting. ....	76
14.12. POW/MIA Ceremonies. ....	77
<b>Chapter 15— SOCIAL FUNCTIONS</b>	<b>80</b>
15.1. Seating Arrangements. ....	80
15.2. The Receiving Line. ....	80
15.3. Toasts. ....	82
15.4. Additional Factors. ....	84
15.5. Dinners. ....	85
15.6. Receptions. ....	85
<b>Chapter 16— DININGS IN AND DININGS OUT</b>	<b>86</b>
16.1. Overview. ....	86
16.2. Background. ....	86
16.3. Purpose. ....	86
16.4. Dining in. ....	86
16.5. Dining out. ....	87
16.6. Combat Dining in. ....	87
16.7. Attendance. ....	87
16.8. Guests of the Mess. ....	87
16.9. Dress. ....	87
16.10. Key Players. ....	87
16.11. Planning Considerations. ....	90

16.12. Conducting the Dining in. ....	94
16.13. Rules of the Mess. ....	99
16.14. A Final Word. ....	100
16.15. Expanded History of the Dining In. ....	100
16.16. Adopted Forms. ....	102
<b>Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>103</b>
<b>Attachment 2— TABLE SEATING ARRANGEMENTS</b>	<b>106</b>
<b>Attachment 3— TITLES AND FORMS OF ADDRESS</b>	<b>111</b>
<b>Attachment 4— SERVICE EQUIVALENT UNIFORMS</b>	<b>123</b>
<b>Attachment 5— ESCORT OFFICER GUIDE</b>	<b>126</b>

## Chapter 1

### AIR FORCE PROTOCOL PROGRAM

**1.1. Scope.** This pamphlet provides guidance and history for excellence in protocol, decorum, customs and courtesies during Air Force ceremonies, conferences, and social events; in hosting distinguished visitors, and in honors afforded at military funerals. MAJCOM, DRU, and FOA commanders; the Chief, National Guard Bureau; and the Commander, Air Force Reserve Command, may issue additional guides specific to their protocol operations so long as it further supports the goals of the United States Air Force and specific military missions.

**1.2. Overview.** Please refer to AFI 34-1201, *Protocol*, for a full overview and a delineation of roles and responsibilities associated with Air Force protocol.

## Chapter 2

### FLAG BACKGROUND

**2.1. Purpose.** This chapter provides tools and background and historical information on the display, disposition, and use of flags.

**2.2. Reference.** Within protocol, flags are an integral part of Air Force events. Guidance relative to flags that is directive in nature is covered in AFI 34-1201. The following information on flags is historical and informational in nature.

**2.3. Overview.** Flags play an important role in every military ceremony, and there are very formal rules of etiquette with regard to their use and display. The national flag of the United States of America is the most important symbol of our nation's past and future and it's important that we not only display it proudly, but properly too. This chapter consolidates from many sources what you'll need to know about flag etiquette.

**2.4. Foreign National Anthems.** National anthems of foreign countries may be obtained from the Department of the Army. Anthems of foreign nations are used when rendering personal honors on the occasion of official visits of international heads of state or members of a royal family. Subsequent to the Star Spangled Banner, at morning and evening ceremonies honoring our national flag, honors to foreign ensigns are rendered at morning colors only by the band playing the appropriate foreign national anthem. The salute to present arms terminates with the sounding of "carry on." There is no regulation on the order of playing the national anthem of an international visitor. Courtesy and long-standing usage indicate that the international visitor's national anthem is played before the American anthem. The national anthem may be played at the beginning, middle, or end of a program, the choice being made according to where it will be given the greatest dignity. The anthem is always played with dignity. There is never applause after its rendition. The anthem is never "jazzed up" to compete with modern music. The anthem is never played as part of a medley.

**2.5. Dipping the Colors.** Dipping the colors is a naval tradition and was codified in 1594 when the European powers agreed that only the Pope and King of Spain could continue to fly their colors when their ships encountered one another on the open seas. Ships of all other nations yielded precedence to these two and lowered (dipped) their colors in salute. With the rise of Great Britain as the preeminent seagoing power, British men-of-war refused to dip their colors to any ship. The American navy followed suit. Today, no nation's navy initiates this salute. However, if a merchantman or ship of a U.S. State Department designated country initiates a formal greeting by dipping its colors, U.S. Navy ships are permitted to recognize the salute by dipping their colors in response. This is the only situation where U.S. colors are ever dipped. Unit colors, state flags, and organizational or institutional flags can be dipped as a mark of honor. That we do not dip our colors is not meant as disrespect to anyone or any country, but is intended to preserve the flag as a symbol of national dignity.

**2.6. Flag Burning Service.** The United States Flag Code, Title 4, Chapter 1, states: "The flag, when it is in such condition that it is no longer a fitting emblem of display, should be destroyed in a dignified way, preferably by burning."



2.6.1. In many American communities, one or more organizations render an important community service by collecting and overseeing the proper disposal of old, worn, tattered, frayed, and/or faded U.S. flags.

2.6.2. The public typically responds very positively to organizations providing this service. Some organizations make it an annual service project. Some publicly announce when and where flags will be accepted. Often, community newspapers, radio, and TV stations help broadcast the availability of the service. Churches, synagogues, chambers of commerce, civic organizations, and businesses have been routinely enlisted to serve as drop-off locations for the collection of worn flags.

2.6.3. If many U.S. flags are collected, it may be desirable to seek assistance from a corporate, government, or military facility which maintains an incinerator or furnace that can readily burn the flags.

**2.7. Flag Burning Ceremony.** The National Flag Foundation provides a guide for conducting a patriotic flag burning ceremony. A formal ceremony is not required. However, when one is desired, this guide should be used. Information from this guide is included in the following paragraphs.

2.7.1. Only one flag should be used in the ceremony, which is representative of all the flags to be burned in the service. The remainder of the flags collected should be incinerated. A corporate, government, or military incinerator or furnace can usually be found for this purpose.

2.7.2. The ceremony should be conducted out-of-doors, preferably in conjunction with a campfire program, and it should be very special.

2.7.3. The ceremony involves two color guards, one for the flag currently in use and a special color guard for the flag to be retired from service. This may be adapted if conditions necessitate.

2.7.4. Just before sunset, the flag which has been flying all day is retired in the normal ceremonial procedure for that location or group.

2.7.5. The color guard responsible for the flag receiving the final tribute moves to front and center. The leader should present this color guard with the flag which has been selected for its final tribute and subsequent destruction. The leader should instruct the color guard to "hoist the colors."

2.7.6. Leader comments (spoken as appropriate when the flag has been secured at the top of the pole).

2.7.6.1. This flag has served its nation well and long. It has worn to a condition in which it should no longer be used to represent the nation."

2.7.6.2. "This flag represents all of the flags collected and being retired from service today. The honor we show here this evening for this one flag, we are showing for all of the flags, even those not physically here."

2.7.7. The leader should then call the group to attention, order a salute, lead the entire group in the Pledge of Allegiance to the Flag, and order the flag to be retired by the color guard. The color guard slowly and ceremoniously lowers the flag, respectfully folds the flag in the customary triangle, and then delivers the flag to the leader. The group is then dismissed. This concludes the ceremony of final tribute.

2.7.8. Fire Preparation. It is important that the fire be sizable, preferably having burned down to a bed of red hot coals to avoid bits of the flag being carried off by a roaring fire yet of sufficient intensity to ensure the complete burning of the flag.

2.7.9. Flag Preparation. The color guard assigned to the flag opens the tri-corner fold and then refolds the flag in a coffin-shaped rectangle.

2.7.10. Execution.

2.7.10.1. Assemble around the fire. The leader calls the group to attention.

2.7.10.2. The color guard comes forward and places the flag on the fire.

2.7.10.3. All briskly salute.

2.7.10.4. After the salute, but while still at attention, the leader should conduct a respectful memorial service as the flag burns. National Flag Foundation recommends singing "God Bless America" followed by an inspiring message of the flag's meaning followed by the "Pledge of Allegiance" and then silence.

2.7.10.5. When the flag is basically consumed, those assembled, with the exception of the leader and the color guard, should be dismissed in single file and depart in silence.

2.7.10.6. The leader and the color guard remain until the flag is completely consumed.

2.7.10.7. The fire should then be safely extinguished and the ashes buried.

**2.8. Flag Ordering for Special Ceremonies.** Flags for retiring military members may be purchased using unit O&M funds. Contact your local unit GPC approving authority. Flags may also be obtained at cost from the honoree's senator or representative. Contact the appropriate congressional office for their ordering procedures.

**2.9. The National Anthem.** Francis Scott Key's "The Star Spangled Banner" became our national anthem on 3 March 1931. There are several versions of the words and music and Congress has not adopted a single version. The words used by Air Force bands are as follows:

***THE STAR SPANGLED BANNER***

O say! can you see, by the dawn's early light,  
What so proudly we hail'd at the twilight's last gleaming,  
Whose broad stripes and bright stars through the perilous fight,  
O'er the ramparts we watch'd, were so gallantly streaming?  
And the rocket's red glare, the bombs bursting in air,  
Gave proof through the night that our flag was still there,  
O say does that Star-Spangled Banner yet wave  
O'er the land of the free and the home of the brave?

**2.10. Arranging Flags.** There's an art to properly displaying flags. Correct height, positioning, straightening of staffs, and the draping of flags all play an important role in achieving a good display. Here are some practical tips for arranging flags for both indoor and outdoor events.

2.10.1. Use the same size and type of flagstaff and base within a presentation of flags (exception: when the U.S. flag is placed at the center of a line of flags, it must be displayed at a higher level than other flags in the display).

2.10.2. Use flags of the same material in a display—don't mix outdoor flags with indoor flags.

- 2.10.3. Use the same size flag, except for the smaller general officer flag.
- 2.10.4. Make sure flags are securely fastened to the flag staff to prevent them from sliding down the staff during the event.
- 2.10.5. Keep the flags directly behind the host or the focal point of the ceremony.
- 2.10.6. Metal Nickel Plated Spades (flat side out) are parallel to the audience.
- 2.10.7. Due to ceiling limitations in most rooms, you have to go with less than full 10-foot staffs, but avoid the 8-foot staff if possible because full size flags will touch the floor.
- 2.10.8. Drape all flags the same way so that the bottom tips are all in the same location. The correct direction that the flags should be draped is from left to right as you look at the flag, i.e., hold the U.S. flag up flying to left and drape it from left to right so that the stripes, stars, etc., point to the right.
- 2.10.9. Always have someone check the flag display after you are done.

**2.11. The History of the Stars and Stripes.** The story of the origin of our national flag parallels the story of the origin of our country. As our country received its birthright from the peoples of many lands, who were gathered on these shores to found a new nation, so did the patterns of the Stars and Stripes rise from several origins.

2.11.1. The Meaning of Stars and Stripes. Stars and stripes have long been represented on the standards of nations, from banners of astral worshippers of ancient Egypt and Babylon to the 12-starred flag of the Spanish Conquistadors under Cortez. Continuing in favor, they spread to the striped standards of Holland and the West India Company in the 17th century, to the present patterns of stars and stripes on the flags of several nations in Europe, Asia, Africa, and the Americas.

2.11.2. Early Flags. The first flags adopted by our colonial forefathers were symbolic of their struggles with the wilderness of a new land. Beavers, pine trees, rattlesnakes, anchors, and similar insignia with mottoes such as "Hope," "Liberty," "Appeal to Heaven," or "Don't Tread on Me" were affixed to the different banners of Colonial America.

2.11.3. The Grand Union Flag. The first flag of the colonists to have any resemblance to the present Stars and Stripes was the Grand Union flag, sometimes referred to as the "Congress Colors." It consisted of thirteen stripes, alternately red and white, representing the Thirteen Colonies, with a blue field in the upper left-hand corner bearing the crosses of St. George and St. Andrew, signifying union with the mother country. This banner was first flown by the ships of the Colonial Fleet in the Delaware River in December 1775. In January 1776, the Grand Union flag became the standard of the Continental Army which had come into being some months before in June 1775. It was also carried by American Marines and Bluejackets comprising an expeditionary force to the West Indies in 1776. During the previous year, a canton (section) of thirteen stripes appeared on the yellow silk standard of the Philadelphia troop of Light Horse when the latter served as an escort to General Washington, who was journeying to Cambridge, Massachusetts, to assume command of Massachusetts, Rhode Island, Connecticut, and New Hampshire volunteers.

2.11.4. Disputes. Some Americans still believe that Betsy Ross made the first flag, although historians dispute this story. Another disputed story is that the first Stars and Stripes was displayed in the face of an armed enemy at Fort Schuyler, 3 August 1777. That flag was improvised and was probably a Grand Union flag. The white part came from a soldier's shirt; a captain's cloak supplied the blue of

the union; and the red stripes came from the flannel petticoat of a soldier's wife, who gladly donated it for the purpose.

2.11.5. The Establishment of the Stars and Stripes. The Continental Congress passed a resolution that established the Stars and Stripes on 14 June 1777, but did not specify the arrangement of the thirteen stars on the blue union, except to say that they should represent a new constellation. Consequently, some had stars in a circle, some in rows, some scattered on the blue field without any apparent design. The flag popularly known as the Betsy Ross flag hangs the stars in a circle.

2.11.5.1. The first Navy Stars and Stripes had the stars arranged in staggered formation in alternate lines and rows of threes and twos on a blue field. A close inspection of this arrangement of the stars shows a distinct outline of the x-shaped cross of St. Andrew and the cross of St. George of the English flag. This indicates how difficult it was for the colonists, even at that late date, to break away entirely from the British flag under which they had been born and had lived all the years of their lives.

2.11.5.2. The Resolution of 14 June 1777 establishing the Stars and Stripes has an interesting history. After the Declaration of Independence, colonial vessels were putting to sea to hamper enemy communications and prey on British commerce. Many of them flew the flags of the particular colonies to which they belonged. It was necessary to provide an authorized national flag under which they could sail, for England considered armed vessels without such a flag as pirate ships and hanged their crews when they captured them. So the Marine Committee of the Second Continental Congress presented the resolution.

2.11.6. Symbolism. When the Star-Spangled Banner was first flown by the Continental Army, General Washington is reputed to have described its symbolism as follows: "We take the stars from heaven, the red from our mother country, separating it by white stripes, thus showing that we have separated from her, and the white shall go down to posterity representing liberty."

2.11.7. Admission of New States to the Union. After the admission of Kentucky and Vermont, a resolution was adopted in January 1794 making the flag one of fifteen stars and fifteen stripes. Realizing that the flag would become unwieldy with a stripe for each new State, Captain Samuel C. Reid, USN, suggested to Congress that the stripes remain thirteen in number to represent the Thirteen Colonies, and that a star be added to the blue field for each new state coming into the Union. A resulting 4 April 1818 law requires that a star be added for each new state on the 4th of July after its admission, but that the thirteen stripes remain unchanged.

2.11.7.1. A 48-star flag came with admissions of Arizona and New Mexico in 1912. Alaska added a 49th star in 1959, and Hawaii a 50th star in 1960.

2.11.7.2. There is no fixed order for numbering the stars in the flag, nor are stars assigned to particular states. The stars represent the states collectively, not individually, and no particular star may be designated as representative of any particular state.

2.11.8. Following the War of 1812, a great wave of nationalistic spirit spread throughout the country; the infant Republic had successfully defied the might of an empire. As this spirit spread, the Stars and Stripes began to take on the characteristics of a mighty symbol of sovereignty. The homage paid that banner is best expressed by what the gifted men of later generations wrote concerning it.

2.11.8.1. The brilliant Henry Ward Beecher said: "A thoughtful mind when it sees a nation's flag, sees not the flag, but the nation itself. And whatever may be its symbols, its insignia, he reads

chiefly in the flag, the government, the principles, the truths, the history that belong to the nation that sets it forth. The American flag has been a symbol of liberty and men have rejoiced in it. The stars upon it were like the bright morning stars of God, and the stripes upon it were beams of morning light. As at early dawn the stars shine forth even while it grows light, and then as the sun advances that light breaks into banks and streaming lines of color, the glowing red and intense white striving together, and ribbing the horizon with bars effulgent, so, on the American flag, stars and beams of many-colored lights shine out together."

2.11.8.2. In a 1917 Flag Day message, President Wilson said: "This flag, which we honor and under which we serve, is the emblem of our unity, our power, our thought and purpose as a nation. It has no other character than that which we give it from generation to generation. The choices are ours. It floats in majestic silence above the hosts that execute those choices, whether in peace or in war. And yet, though silent, it speaks to us; speaks to us of the past, or the men and women who went before us, and of the records they wrote upon it. We celebrate the day of its birth; and from its birth until now it has witnessed a great history, has floated on high the symbol of great events, of a great plan of life worked out by a great people. Woe be to the man or group of men that seeks to stand in our way in this day of high resolution when every principle we hold dearest is to be vindicated and made secure for the salvation of the nation. We are ready to plead at the bar of history, and our flag shall wear a new luster. Once more we shall make good with our lives and fortunes the great faith to which we were born, and a new glory shall shine in the face of our people."

2.11.9. Thus the Stars and Stripes came into being; born amid the strife of battle, it became the standard around which a free people struggled to found a great Nation. Its spirit is fervently expressed in the words of Thomas Jefferson: "I swear, before the altar of God, eternal hostility to every form of tyranny over the mind of man."

2.11.10. Traditionally a symbol of liberty, the American flag has carried the message of freedom to many parts of the world. Sometimes the identical flag that was flying at a crucial moment in our history has been flown again in another place to symbolize continuity in our struggles in the cause of liberty.

2.11.10.1. One of our most memorable is the flag that flew over the Capitol in Washington on 7 December 1941 when Pearl Harbor was attacked. This same flag was raised again 8 December when war was declared on Japan, and three days later at the time of the declaration of war against Germany and Italy. President Roosevelt called it the "flag of liberation" and carried it with him to the Casablanca Conference and on other historic occasions. It flew from the mast of the USS "Missouri" during the formal Japanese surrender on 2 September 1945.

2.11.10.2. Another historic flag is the one that flew over Pearl Harbor on 7 December 1941. It also rippled above the United Nations Charter meeting at San Francisco and over the Big Three Conference at Potsdam. This same flag flew over the White House on 14 August 1945, when the Japanese accepted surrender terms.

**2.12. Origin of The Colors.** From the times of the Roman legions, various standards were carried within the military units to identify them to the on-scene commander. A Roman company-sized unit called a "maniple" ("handful") carried a handful of straw on the end of a pole and used it as a rallying point in battle. Over the years the unit standard became sacred, and it was a singular honor to carry it. The tradition held throughout the ages, and at the beginning of the seventeenth century when armies adopted the regimental system, someone decided to assign color (using the word in its conventional sense) to each regi-

ment. Thus, there were "red" and "blue" regiments. Surprisingly, the practice was not limited to western armies. In about 1650, the first of the Manchus experimented with new concepts of military organization, and assigned color banners to his various groups of troops.

2.12.1. After 1813, the colors were carried by the Color Sergeant, a rank specifically introduced into the British Army first, then the American, to bestow special recognition for the NCO honored to carry the unit's identifier. In battle, this became a dubious honor. Writing of Waterloo, a British sergeant said: "About 4 o'clock I was ordered to the Colours; this, although I was used to warfare as much as anyone, was a job I did not at all like. But still I went as boldly to work as I could. There had been before me that day 14 sergeants already killed or wounded and the staff and the Colours almost cut to pieces."

2.12.2. The practice of carrying colors into battle continued throughout the American Civil War; often success was measured in terms of the numbers of enemy colors captured. The last Medals of Honor awarded during the war were for capturing Confederate colors.

**2.13. When to Use Flags.** Tradition calls for flags to be displayed at all indoor and outdoor military ceremonies. At indoor ceremonies, flags may be prepositioned or posted at the beginning of the ceremony by an honor guard. At outdoor ceremonies, flags may be prepositioned, posted, or "trooped" if military formations pass in review, as in the case of a parade.

2.13.1. Flags in Receiving Lines. At formal dinners or receptions, it is customary to display flags either behind the head table or behind the receiving line; both locations aren't necessary. When displaying flags in a receiving line, the flag of the United States will be at the right, that is to the left of an observer facing the display. This is particularly important should the placement and flow of the receiving line have to be reversed to fit the room. In such cases, the flag order will appear reversed, but is correct.

2.13.2. Table or Miniature Flags. Table flags may be arranged in a centerpiece. Remember though, follow the rules for flag precedence when using the U.S. Flag with others in a display.

**2.14. Positional Automobile Flags.** Tradition has called for automobile flags; however, they are not currently used within the Air Force. The following is provided as general information.

2.14.1. Automobile Flags. Automobile flags are authorized to represent the senior government official occupant, civilian or military, in the government vehicle. Each flag has the same design and colors as the corresponding positional or individual flag.

2.14.2. Automobile flags are the following sizes:

2.14.2.1. 12 inches by 18 inches, trimmed with fringe 1 inches wide, for the President of the United States and the Vice President of the United States. Flagstaffs are improvised of metal of sufficient length so that when mounted as indicated, the lower edge of the flag flies about 1 inch higher than the crest of the hood of the automobile. Flagstaffs are mounted on the front bumper to the right of the passenger (curb) side with the flag in an upright position.

2.14.2.2. 18 inches by 2 feet 2 inches, trimmed with fringe 1 inches wide, for positions entitled to a positional flag. Flagstaffs are improvised of metal of sufficient length so that when mounted as indicated, the lower edge of the flag flies about 1 inch higher than the crest of the hood of the automobile. Flagstaffs are mounted on the front bumper to the right of the passenger (curb) side with the flag in an upright position.

2.14.2.3. 6 inches by 9 inches, without fringe, for general officer individual flags and the Senior Executive Service flag. Flagstaffs are composed of a 9-inch long metal rod held in place by a combination magnetic-rubber suction cup base. They are mounted near or on the right front fender (curb side) with the flag in an upright position.

2.14.3. Display. Automobile flags are uncased only when the government automobile is actually occupied by one of the officials authorized a positional or individual flag. However, when a government official, civilian or military, drives his or her government vehicle on a frequent basis, the flag may remain uncased while the vehicle is parked. If government officials of different grades are occupying the same vehicle, only the flag of the senior official is displayed.

**2.15. Air Force Boat Flags and Plates.** Tradition has called for boat flags and plates; however, they are not currently used in the Air Force. The following is provided as general information.

2.15.1. Boat flags are 2 feet 4 7/16 inches by 4 feet 6 inches, corresponding to the positional or individual flags of the senior government official, civilian or military, occupying the boat.

2.15.2. Boat plates are a facsimile, less fringe, of the positional or individual flag of the senior government official, civilian or military, occupying the boat. Two sizes are authorized, 6 inches by 9 inches and 11 inches by 14 inches.

## Chapter 3

### FUNDING

**3.1. Introduction.** There are several sources of funds for protocol-related expenses. In addition to following published financial policy, perception must also be considered. What may be technically authorized may be perceived as improper. This chapter provides an overview of various fund sources and references with policies for their use. Always refer to financial management policy when determining proper fund source and when in doubt, consult with your staff judge advocate and financial manager. Always remember to gain necessary approval before obligating funds.

**3.2. Appropriated Funds (APF).** APFs are government funds from the public treasury, appropriated by act of Congress to conduct the business of government agencies and activities. The appropriation for the Department of Defense, for example, provides the main financial support for carrying out the defense and national security missions and activities assigned to the department and its component services. Under some circumstances, APFs may be used for discretionary expenditures related to the mission of command.

3.2.1. Official Representation Funds (ORF). ORF are specifically appropriated through the Secretary of Defense (SECDEF) to the Secretary of the Air Force (SECAF) and are intended to uphold the standing and prestige of the United States by extending courtesies to certain officials and dignitaries of the United States and foreign countries. The Secretary of the Air Force allocates ORF to the MAJ-COM commanders, who further allocate a portion of these funds to Numbered Air Force Commanders and Wing Commanders based on annual requirements and availability of funds. ORF are frequently referred to as contingency funds.

3.2.1.1. DoDD 7250.13, Official Representation Funds (ORF), outlines official DoD policy concerning ORF and lists DoD officials eligible for official courtesies on official visits to the field (includes all Air Force installations, but not the Pentagon and other staff offices in the National Capital Region).

3.2.1.2. SECAF Order Number 110.1 delineates policy for the Secretariat and the Air Force on contingency funds and assigns responsibility for overall management of contingency funds to the Administrative Assistant to the SECAF. There are strict limits on the amounts allocated and the purposes for which they may be used. Exceptions to policy are possible, but require approval from the Office of the SECAF. Advance approval (preferably 10-15 days prior to the event) by the appropriate authority is required for all ORF requests.

3.2.1.3. AFI 65-603, *Official Representation Funds-Guidance and Procedures*, implements AFPD 65-6, *Budget*, and governs use of ORF. It incorporates and delineates policy established by DoD and the Secretariat. Refer to AFI 65-603 for specific guidelines on who may be entertained, what types of entertainment are authorized, and how to administer these funds. The local protocol office is typically the point of contact for these funds.

3.2.2. Operations and Maintenance (O&M) Funds. O&M Funds may be used for many protocol-related expenses. AFI 65-601, Volume I, *Budget Guidance and Procedures*, discusses types of expenses authorized support through the organization's normal appropriated fund budget. Coordinate with your resource advisor before obligating O&M funds for your function.



**3.3. Nonappropriated Funds (NAFs) for Special Morale and Welfare (SM&W) Purposes.** Nonappropriated funds represent proceeds from troop-supported activities and base exchanges and are frequently referred to as "troop money." AFI 34-201, *Use of Nonappropriated Funds (NAFs)*, Chapter 12, defines Air Force policy concerning the request, approval, and use of NAFs for SM&W purposes. The table in that chapter outlines the proper fund source for several types of expenditures. MAJCOMs and installations can, and often do, impose stricter requirements than those contained in the Air Force Instruction. Fundamentally, SM&W expenditures must be conservative, be in the best interest of the Air Force, benefit the military community, and not be limited to specific grades or levels of personnel. However, the specific rules governing the application of these principles are precise and complex; like official representation funds, these expenditures receive a degree of scrutiny that is far out of proportion to the dollar amounts involved. Therefore, even if an event seems on the surface to qualify for SM&W support, it is unwise to make any assumptions about the propriety of specific proposed expenditures under those particular circumstances. The Services resource manager is the point of contact for these funds. MAJCOM commanders ensure the integrity of this program by personally monitoring base-level expenditures through required quarterly reports.

**3.4. When Government Funds Are Not Authorized or Available.** For many requirements, such as dinners and break refreshments at a conference, the proper source of funds is the individual.

3.4.1. For conferences, workshops, and seminars, estimate the total cost to provide refreshments and meals. Divide the total cost by the number of attendees and charge this amount (normally referred to as a hospitality fee) to any attendee taking part in the refreshments. Remember to itemize clearly the expenses which comprise the hospitality fee. Let the attendees know what they owe early, upon arrival or during registration and ensure you get the payment up front.

3.4.2. For dinners, factor in not only the cost of the meal, but the costs for such things as programs, honored guests' meals, and decorations. You may be able to prorate these additional costs over all the attendees (consider a "sliding scale" to provide some relief for the lower ranking attendees). You'll charge pro-rata costs to the attendees. Typically, these functions are held in an Air Force Club. When this is the case, work closely with the catering manager or club manager to ensure you understand the process and any benefits afforded to club members. It is important that attendees be charged the proper amount and that they understand the true cost of the meal and any additional charges to cover other expenses.

3.4.3. There are other occasions when government funds are not authorized or available, and the individual is not the proper source of funds. When this is the case, private organizations, community support groups, or off-base businesses may, under certain circumstances, offer support for base functions. However, you may not solicit this support. The rules concerning this type of support are complicated and are outlined in both law and policy. Ensure you carefully consult with both your finance and staff judge advocate offices to determine the proper way to proceed.

## Chapter 4

### MENTOS

**4.1. Introduction.** Presentation of mementos to official visitors and guests is done to show appreciation and to provide them with a reminder of their visit. Refer to the Joint Ethics Regulation (DoDD 5500.7-R), AFI 34-201, *Use of Nonappropriated Funds (NAFs)*, AFI 65-601V1, *Budget Guidance and Procedures*, and AFI 65-603, *Official Representation Funds Guidance and Procedures*, for policy. Be sure to follow all rules concerning obligation and expenditure of funds. You may be able to make small purchases with your government purchase card (GPC). However, you should consult with your contracting office, your finance office (APF) or Services resource manager (NAF), and your staff judge advocate to ensure you follow all applicable rules.

**4.2. Stewardship.** Mementos should be minor tokens of reminder, and need not be large or expensive. If government funds are to be expended, determine what, if any, category of funds is authorized to support the event and what amount may be spent.

4.2.1. Official Representation Funds (ORF). Designated DoD officials and other officials delegated the authority to host ORF events may present mementos funded by ORF to certain high-level dignitaries. The aggregate cost of mementos presented by any one DoD official to any one authorized guest at a DoD sponsored event may not exceed the limits established by law, currently \$285. This amount changes from year to year. DoD organizations may also give mementos, not to exceed \$40, to authorized DoD officials. Refer to AFI 65-603 and DoDD 7250.13 for specifics.

4.2.2. Special Morale and Welfare (SM&W) Expenditures. When a memento is authorized as a NAF SM&W expenditure, the spending limit is \$20. Refer to AFI 34-201 to determine whether or not funding is authorized for a specific purpose. In general, mementos are authorized for:

4.2.2.1. Retirees

4.2.2.2. Spouses of retirees, award winners, and promoted individuals

4.2.2.3. Under certain circumstances, government and non-government personnel for civic affairs/events, memorial observances, and hosting of visiting personnel

**4.3. Inventories.** Separate inventories and accounts must be kept for mementos purchased with APFs and NAFs. It is very important to keep accurate records. These records must be up to date and reflect both where the stocked items came from and where (to whom) they went.

**4.4. Sources of Mementos.** Sources are many and varied; try to get the most for your money. Most military organizations present mementos that either contain an organizational emblem or are representative of the local area. A memento with a local flavor should remind the visitor of their visit to your installation. Several shops in your area may stock the same merchandise, but prices can vary significantly so shop around. The other factor to consider is reliability. Low prices are attractive but make sure your chosen supplier(s) can deliver when required. Be sure to find an engraver, either on or off base, who can support short notice requirements.

4.4.1. Your first stop should be your base Services shop. They will likely have an assortment of items that best represent your base and its mission.

4.4.2. Search local trophy shops for plaques and engraving. These items may be purchased in advance, but engraved plates should be added to the memento at the latest possible moment in case a visitor's plans change and a memento is no longer needed.

4.4.3. Local gift shops are great places to find just the right items that represent your city or region. The search for a memento of this type should take place well before it is needed for an event. As a protocol officer, it is a good idea to keep the need for mementos in mind as you are touring or shopping in your city during your personal time rather than waiting to search for a memento until you need it.

4.4.4. Local artists and craftsmen are also a great source for that unique, one-of-a-kind item representative of the local area.

4.4.5. Local book stores often have a small section dedicated to travel or keepsake books on the local area and its history.

4.4.6. Local factory outlet stores are convenient places to shop for mementos, especially silver or glass items.

**4.5. Stocking Mementos.** To ensure maximum flexibility and avoid last-minutes trips to the local stores, it is a good idea to maintain a conservative stock of various mementos on hand. The amount of stock will be determined by the frequency with which mementos are presented and your budget.

**4.6. Presentation.** Although presenting a memento can be a relatively straight forward process, a few basic principles apply.

4.6.1. Advance coordination is crucial, especially when dealing with international visitors. It is important to inform them (or their representative) in advance in case they want to make a reciprocal presentation. If they are not prepared to reciprocate, determine if this will cause any embarrassment to the visitor. If so, cancel the presentation. The reverse of this situation is also true. If the visitor plans to make a presentation to your principal, ask if there should also be a reciprocal presentation.

4.6.2. For large groups, if all members are of the same relative rank, it is appropriate to present each with a similar memento. If one or two members are clearly of a higher rank than the rest of the group, it is appropriate to present them with a "higher order" memento. This is clearly a judgment call. In either case, make sure you have the approval of your principal.

4.6.3. The actual presentation of the memento is also important. There are no strict rules, but consider making the presentation when it will have the greatest impact. Here are some suggestions:

4.6.3.1. Following lunch or dinner with the most senior staff member the individual or group will meet. Small mementos can be pre-positioned at the table.

4.6.3.2. At the conclusion of a briefing or presentation attended by a senior staff member.

4.6.3.3. Following an office call with the commander or his/her representative.

4.6.3.4. At the conclusion of a major speech at a dinner or dining in or dining out, presented by the host or president of the mess.

4.6.4. Wrapping mementos is an important but often overlooked process. Attractive wrapping paper, ribbons and bows, as appropriate, can make as good an impact as the memento itself. Japanese guests have been known to appreciate the presentation, e.g. wrapping paper and ribbon, just as much as the memento itself. The opposite also holds true, if the memento is presented in an unattractive package

(shipping container, etc.), it can send a negative message. Do not wrap mementos in such a manner that they will be difficult to open. Too much ribbon or tape can create a time consuming struggle that detracts from the presentation. If the visitor will be departing shortly after the presentation, be prepared to pack the memento for travel. Do not try to shortcut this process by filling the box with excessive packing material prior to the presentation. An alternative is to include a short note or card suggesting you will mail the memento for the recipient if he or she desires.

4.6.5. A good hint is to use a presentation/breakaway box for wrapping. In this manner, the memento is secured in a box, and the lid and the box are wrapped or taped with ribbon separately. This permits the honoree simply to remove the lid to get to the memento. This is especially advantageous if the honoree must open the memento in front of a large crowd.

**4.7. Honoraria.** A related topic is paying fees for guest speakers, lecturers and panelists. These fees, when they are authorized at all, are always paid using APFs. As with mementos, policy exists to limit excessive fees paid to these individuals. Refer to AFI 65-601V1 for specifics. Consult with your finance office and staff judge advocate to ensure you proceed properly and do not exceed limits for these fees.

**4.8. Accepting Gifts.** You may encounter situations where mementos or gifts may be offered to your commander, host, or even to you as a protocol official. Generally, gifts offered due to a person's official position cannot be accepted. Consult your local staff judge advocate in these situations to avoid possible legal repercussions for you or your commander. The Joint Ethics Regulation (JER), DoD Directive 5500.7-R, contains specific guidelines that must be followed in regard to gifts, gratuities, and honoraria from outside sources. AFI 51-601, *Gifts to the Department of the Air Force*, outlines restrictions governing who within the Air Force may accept or reject gifts offered to the Department of the Air Force.

## Chapter 5

### TRANSPORTATION

**5.1. Introduction.** The two applicable sources of Air Force policy regarding transportation are AFI 24-101, *Passenger Movement*, and AFI 24-301, *Vehicle Operations*. The focus of this chapter is a general outline of do's and don'ts when transporting individuals for official purposes. Refer to the above instructions for definitive policy on this subject.

**5.2. Authorized Use.** The primary rule regarding the use of government vehicles is to use them only for official purposes that would further the mission of the Air Force, not for personal reasons, personal business, personal convenience or pleasure at any time. The following is a partial list of authorized transportation uses. Always refer to AFI 24-301 for complete coverage of policy on this subject.

- 5.2.1. Temporary duty, under certain circumstances
- 5.2.2. Personnel officially taking part in public ceremonies, etc.
- 5.2.3. To transport civilian organizations to military installations to take part in base activities when officially invited
- 5.2.4. Active duty personnel to or from Air Force scheduled appointments
- 5.2.5. Personnel conducting official off-base business may take government vehicles to off-base eating establishments, in the vicinity of the work site, when returning to base is not cost effective.

**5.3. Unauthorized Uses.** The following is a partial list of unauthorized uses of government vehicles in accordance with AFI 24-301, Chapter 2.

- 5.3.1. Transportation to on-base dining facilities.
- 5.3.2. For personal social engagements or personal business.
- 5.3.3. Vehicle support to spouses at additional expense to the government when accompanying the member on official business
- 5.3.4. Personal or government-directed household goods moves.

**5.4. Using Good Judgment.** When the above guidance does not specifically fit a request for transportation support, use the following factors when making official use determinations:

- 5.4.1. Is the purpose of the trip official?
- 5.4.2. Does the request have the potential to create an unfavorable perception or cause public criticism?
- 5.4.3. Will the request impact mission requirements?
- 5.4.4. Is commercial or DoD-scheduled transportation available? The Air Force does not provide transportation that competes with commercial services.

**5.5. Military Airlift.** Military airlift is another mode of DV transportation. Each Air Force command has a validator that processes Mil Air requests. Requests for military transportation are submitted via DD Form 2768 - "Military Air Passenger/Cargo Request."

**5.6. Spouse and Dependent Travel.** This includes spouse travel on military aircraft as well as in staff cars or military buses. The source for Air Force policy on this subject is AFI 24-101, *Passenger Movement*. Please refer to this document for complete details.

5.6.1. For spouses traveling as an adjunct to the sponsor on either DoD or commercial aircraft, DoD requires spouse travel to satisfy two criteria: 1) the travel must be an unquestionable official requirement, and 2) the spouse must actually participate in the event requiring the travel.

5.6.1.1. DoD personnel in VIP Code 2 (the Secretary of Defense, Service Secretaries, Principal Under Secretaries, and appropriate four-star general officers) may approve travel of their spouses, based on meeting the above criteria.

5.6.1.2. Incumbent approval for spouse travel is also authorized for certain three-star general officers serving in designated overseas billets.

5.6.1.3. All other spouse travel must be approved on a case-by-case basis by the appropriate authority based on unit of assignment. Refer to AFI 24-101, *Passenger Movement*, for details.

5.6.2. Spouse Travel in Staff Cars.

5.6.2.1. The laws that govern travel on government aircraft also apply to government vehicles. When spouse travel by air is appropriate, staff car support is equally valid.

5.6.2.2. A spouse officially invited to attend a function or ceremony with the military member is authorized travel by government vehicle. When separation of the spouse and member occurs during official functions, the spouse is afforded transportation.

5.6.3. Spouses authorized to travel in their own right. Sometimes spouses travel in their own right, as unpaid volunteers or members of boards and committees.

5.6.3.1. In this case, invitational travel orders are used; these can be funded (as authorized by the Joint Federal Travel Regulation (JFTR)) or unfunded, as appropriate.

5.6.3.2. Most TDY travel is accomplished commercial air. The sponsoring base organization is responsible for the travel budget, including per diem. Funded orders are required for all commercial travel.

5.6.3.3. If military aircraft is desired, an exception to policy would have to be approved by the Assistant Vice Chief of Staff.

## Chapter 6

### TITLES, FORMS OF ADDRESS AND MILITARY ABBREVIATIONS

**6.1. Introduction.** This chapter provides a guide to addressing envelopes properly. Several specific examples are included in [Attachment 3](#).

**6.2. Reference.** The most complete reference for properly addressing government officials is *Protocol. The Complete Handbook of Diplomatic, Official and Social Usage* by McCaffree, Innis, and Sand.

**6.3. Guidelines.** The following guidelines will help ensure envelopes are properly addressed. It is acceptable to use labels with a font that matches the print on the invitation. Make sure you place the labels neatly on the envelope. However, if at all possible, print directly onto the envelope using a printer with an envelope feeder. This brings up an important point. Having the proper equipment is important if you are to do quality work in a reasonable amount of time. This becomes vital when time is short and products must be produced urgently. In the end, proper, well-functioning equipment will save frustration and wasted effort and more importantly, allow you to focus on successfully executing events.

6.3.1. Address and mail invitations to business addresses, unless the only address you have is for the home.

6.3.2. Use your organizational return address followed by the words OFFICIAL BUSINESS.

6.3.2.1. Invitations for changes of command and retirement ceremonies can be mailed at government expense.

6.3.2.2. Invitations strictly for social events, e.g., retirement dinners, must be mailed at retiree's expense.

6.3.3. Do not use abbreviations in the address except for Dr., Mr., Miss, Mrs., and Ms.

6.3.4. Use the formal rank for each individual and do not abbreviate.

6.3.5. Do not use promotion selections, e.g., Brigadier General (Sel).

6.3.6. For official correspondence to retired members use "Rank Full Name, USAF, Retired." For social correspondence to the retired member or the retired member and spouse, use Rank and Full Name.

6.3.7. Use the individual's full name, e.g., Major Thomas L. Radisson.

6.3.8. If the spouse is invited, include "and Mrs." on the label. Proper etiquette says an envelope addressed "Major Thomas L. Radisson" would mean the invitation is intended for him only. If the spouse is invited, the envelope should read "Major and Mrs. Thomas L. Radisson."

6.3.9. List the "primary" invitee first on the envelope.

6.3.9.1. The primary is the person who merits the invitation because of their position or relationship to the honoree or event.

6.3.9.2. List the primary first regardless of the spouse's rank or gender. Don't be tempted to list the higher-ranking person first or to use the traditional method of listing the male first.

6.3.9.3. Examples of addressing couples.

6.3.9.3.1. Military married to military.

Master Sergeant Ted E. Phillips and Technical Sergeant Rose M. Phillips (male as the primary)  
Technical Sergeant Rose M. Phillips and Master Sergeant Ted E. Phillips (female as the primary)

6.3.9.3.2. Different last names. Colonel Ralph S. Larson and his wife whose name is Carla A. Rogers, should be addressed as:

Colonel Ralph S. Larson and Ms. Carla A. Rogers (male as primary), or  
Ms. Carla A. Rogers and Colonel Ralph S. Larson (female as primary)

6.3.9.3.3. Exceptions. Sometimes an individual has preferences on how they wish to be addressed. If you know this preference, you should accommodate.

**6.4. Examples.**

6.4.1. Standard.

Mr. and Mrs. John Jones  
Street Address  
City, State (abbreviated) Zip

6.4.2. When addressee's duty title is included.

Brigadier General John D. Jones, Commander, 432d Airlift Wing and Mrs. Jones

6.4.3. Couples (if the spouse is senior, you still list the invitee as the primary).

Colonel John Jones and Captain Patricia Jones (male as primary), or  
Captain Patricia Jones and Colonel John Jones (female as primary)

6.4.4. Distinguished officials such as senators, mayors, etc.

The Honorable John Jones and Mrs. Jones

6.4.5. Retired general with spouse.

Major General and Mrs. John Jones

6.4.6. Retired general (when spouse is not included in the invitation).

Major General John Jones, USAF, Retired

6.4.7. When title and name are too long to fit on one line, indent second line two spaces.

The Honorable Sebastian Michael Stephenson  
and Mrs. Stephenson

6.4.8. Doctors and those with other professional titles.

Dr. and Mrs. John Smith (not Dr. John Smith and Mrs. Smith), or  
Dr. John Smith and Dr. Sarah Smith (if both are doctors or have titles)



6.4.9. When female has retained her maiden name.

Mr. Donald Johnson and Ms. Sally Jones

Major Sally Jones and Lieutenant John Smith (female as primary)

6.4.10. When husband is civilian.

Major Beth Johnson and Mr. Johnson

6.4.11. Couple residing together, but unmarried.

Mr. Donald Johnson

Ms. Sally Jones

Street

City, State (abbreviated) Zip

## Chapter 7

### PRECEDENCE

**7.1. Introduction.** Please refer to AFI 34-1201, *Protocol*, Chapter 7.

## Chapter 8

### CUSTOMS AND COURTESIES

**8.1. Introduction.** This chapter provides a guide to the history of military customs and courtesies, especially the roots and traditions of the Air Force. Policy concerning proper customs and courtesies is addressed in AFI 34-1201, *Protocol*.

**8.2. Reference.** The information contained in this chapter was taken from a variety of sources including - Military Customs and Traditions by Major Mark M. Boatner III, Naval Ceremonies, Customs and Traditions by VADM William P. Mack and LCDR Royal W. Connell, *USAFA Cadet Decorum Handbook--Contrails*, United States Air Force Academy, *The Air Force Basic Trainee Handbook*, and the *43rd Tactical Fighter Squadron's Song Book--Bawdy Ballads, Tasteless Toasts, Meaningless Miscellaneous*.

**8.3. Overview.** Customs, courtesies and tradition are part and parcel of our daily lives. They are very real aspects of life, and in the aggregate, form the special culture and lifestyle uniquely characteristic of the military profession. The Air Force, being the newest of the Armed Forces, draws many of its customs, courtesies and tradition from its parent service, the U.S. Army. Since the inception of the Air Force on 18 September 1947, we've managed to develop some peculiar customs and traditions of our own. This chapter provides a thumbnail sketch of the customs, courtesies and traditions of the Air Force and our sister services.

**8.4. Salutes.** Nothing is more embedded in the military culture than saluting. All services teach this in their basic officer and enlisted training programs and it is reinforced throughout the service member's career.

8.4.1. Origins. No one knows the origin of the hand salute. Many references point to the knight's symbolic gesture of raising his visor to reveal his identity as a courtesy on the approach of a superior as its origin. We do know that from earliest times and in many cases, the right (weapon) hand has been raised as a greeting of friendship. Major Mark M. Boatner III, author of Military Customs and Traditions, believes the origin of our hand salute derives from the long established custom for juniors to remove their headgear in the presence of superiors. In the British Army as late as the American Revolution, a soldier saluted by removing his hat. As the British soldier's hat became more cumbersome, the act of removing the hat degenerated into a gesture of grasping the visor. The following entry in the "Order Book of the Coldstream Guards," dated 3 September 1745, supports this view: "The men ordered not to pull off their hats when they pass an officer, or to speak to them, but only to clap up their hands to their hats and bow as they pass." Over the years the practice evolved into something like our modern hand salute.

8.4.2. Meaning. No matter what its origins, the hand salute today, while it varies across the globe, says in effect, "I greet you." Returning the salute says in turn, "I return your greeting." The gesture is always friendly and rendered cheerfully and willingly. It is rendered with pride and as a recognition and sign of respect between comrades in the honorable profession of arms.

**8.5. Visiting Ships of the Navy.** Customs and courtesies while visiting Marine and Naval land installations are much like those of the Air Force and Army. However, things change when visiting ships of the Navy.

8.5.1. The ceremony of boarding a naval vessel, regardless of size, is an old and highly respected tradition. For example, it's generally believed that the salute to the quarter-deck derived from the very early seagoing custom of the respect and obedience that all paid to the pagan altar on board ship. With the advent of Christianity, the pagan altar was replaced by a shrine or crucifix. It's a salute to the seat of authority, the place nearest the Colors. The earliest salutes were performed by uncovering. The custom of salutes while boarding a naval vessel is adhered to rigidly regardless of the high rank of the visitor.

8.5.2. On larger naval vessels (aircraft carrier or amphibious ship), the vessel's top side is attended by side boys when visiting officers of the armed forces come onboard for or depart from official visits in uniform. Smaller naval vessels do not routinely provide side boys for official visits unless it is a formal ceremony like a change of command for example. Officers of the rank of second lieutenant to major are given two side boys and a lieutenant colonel and colonel four side boys. Brigadier general and major general warrant six side boys and lieutenant general and general warrant eight side boys. Full guard and band are also given to general officers. The senior officer always boards the ship first and departs last.

8.5.3. If the visiting general's approach to the ship is by boat, the boatswain pipes when the boat comes alongside. Then he pipes again and the side boys salute when the visiting officer's head reaches the level of the deck.

8.5.4. When a ship has gangways rigged on both sides, the starboard (right) gangway is reserved for officers and the port (left) gangway for enlisted men, unless otherwise directed.

8.5.5. Regardless of the size of the ship's complement, when reaching the deck you face the Colors, or aft if no Colors are hoisted, and salute. Immediately thereafter you salute the Officer of the Deck (OOD) regardless of his or her rank, and say "Request permission to come aboard, sir." The OOD returns the salute. Normally, in the case of a visiting general officer, the captain of the ship and any officers of flag rank aboard will be standing near the OOD to welcome the visitor the moment the above time-honored ceremony has been completed. If civilian dignitaries are visiting a naval vessel, they should uncover when paying respect to the flag by removing headgear as soon as they clear the ladder or gangway and stand at attention for a brief moment and bow towards the Colors.

8.5.6. The bridge is the "command post" of the ship when underway (unless in a combat environment), as is the quarter-deck while the ship is at anchor. It is likely that the ship's captain will escort the general and his aide immediately to the quarter-deck. When pacing the deck with another officer, the place of honor is outboard; and when reversing direction, each turns toward the other. Everyone salutes the quarter-deck when entering. The starboard side of the quarter-deck is reserved for the ship's captain (and admiral, if a flagship). The port side of the quarter-deck is reserved for commissioned officers, and the crew has all the other weather decks of the ship.

8.5.7. Naval customs such as those relating to messes, calls on the captain, and permission to visit the bridge, are normally not applicable to a general officer. But here are a few points concerning "covered" vs. "uncovered" and other rules while aboard a Navy vessel:

8.5.7.1. Warrants and junior officers remove caps in wardroom country.

8.5.7.2. All officers uncover when passing through Captain's or Admiral's country except when in full dress or wearing a sword.

8.5.7.3. All remove caps when passing through crew's quarters at meal times.

8.5.7.4. All remove caps when entering sick bay - this is derived from the old mark of respect paid the sick—men who were about ready for "slipping the cable" (dying) - when they were admitted to the sick bay in the days of sail.

8.5.7.5. Officers do not uncover in the open except for divine worship, funerals, and other religious ceremonies.

8.5.7.6. The very old courtesy of passing a senior going in the same direction with a 'By your leave, sir,' is not supposed to be forgotten when the midshipman leaves the Naval Academy.

8.5.7.7. When an officer reports on board ship, he should call on the commander within 48 hours. A junior never presents his "compliments" to a senior; instead, he "pays his respects." It's courteous, but not required, to leave a calling card.

8.5.8. On leaving the ship, the inverse order of embarking is observed. With junior officers first, you salute the OOD and request permission to leave the ship (if a boat is used, the OOD will indicate when the boat is ready). Then you face the Colors (or the quarter-deck), salute, and disembark.

8.5.9. In the Army and Air Force, salutes are always rendered with the right hand. The Navy may use the left hand if the right is encumbered. Army and Air Force personnel may salute when seated or uncovered; Navy personnel do not.

**8.6. Other Forms of Salutes.** The idea of holding your weapon in a harmless position seems to be a universal and very old way of showing respect. Here are a few examples from Boatner and from Naval Ceremonies, Customs, and Traditions by VADM William P. Mack and LCDR Royal W. Connell, of other forms of salutes that hold this trait in common.

8.6.1. Present Arms. The movement of "Present arms" with the rifle is a token of submitting your weapon to the person being honored. The origin of this movement has been traced to the return of Charles II to England in 1660 to claim the throne. The Coldstream Regiment, which professed the desire to place themselves at his service was formed in a field. When the monarch approached, the command was given to "Present your weapons for service under His Majesty." Each man held his pike or musket forward in the position we now call "high port." Then, "Ground your weapons," was ordered. The next command was, "In His Majesty's cause, recover your weapons." The King, with an eye for the dramatic, ordered that this ceremony be prescribed as the "Present Arms" for all future inspections as a mark of respect.

8.6.2. Sword Salute. The first movement of the sword salute, bringing the hilt up opposite the chin, point of the sword in the air, is said to be a relic of the days when the Crusader kissed the cross (hilt) before battle. The second motion, lowering the point to the ground, symbolizes the trust of "putting down your guard."

8.6.3. Gun Salutes. High military and civil officials are honored by a prescribed number of gun blasts. The custom has been traced to the days when it took a long time to reload guns. By firing off all your guns at the approach of a VIP, you rendered your ship, fort or battery defenseless. A similar rendering of honors was performed by sailing ships by lowering their sails, thereby making them vulnerable.

8.6.3.1. The reason for an odd number of shots appears to be steeped in superstition. In Boteler's Dialogues of 1685, the captain, referring to a very distinguished visitor aboard says, "Have his farewell given him with so many guns as the ship is able to give; provided that they always be of an odd number."

8.6.3.2. Even numbered shots were reserved when the captain, master, or master gunner died during the voyage.

8.6.3.3. In the Air Force, gun salutes are not fired during any parade, reveille, or retreat ceremony.

8.6.3.4. The 21-gun salute. Great Britain, as the premier sailing power, set precedence on the open seas, and the highest honor accorded was a 21-gun salute for national honors. The British proposed to the U.S. that they standardize when the U.S. seemed ready to exceed this number for rendering honors. The U.S. agreed to limit the maximum number of gun shots to 21 guns on August 18, 1875.

**8.7. Places of Honor.** The principle that the right side of a person or thing is the position of honor is one of those time honored customs and courtesies passed down from early days. The "right of the line" was the critical side in ancient battle formations and is the place of honor in ceremonies today. The practice probably originates from the days when gentlemen carried swords for protection. The stronger swordsman was given the position of honor (the right) so that his sword arm would be unhampered for a fast draw.

8.7.1. The right is also the point of honor in heraldry. The field of blue on the American flag is the point of honor, so the U.S. flag is always displayed with the field of stars to the flag's right. The one exception is when the flag is placed over a casket and the point of honor is to the left of the body, where it's more fitting the field be over the heart.

8.7.2. The first place of honor then is always on the right. You should always afford seniors this position when walking, riding, or sitting with them. When joining up with a senior, always assume a position to his or her left.

8.7.3. The second place of honor is that of being in front or "going first." As the junior, you should allow a senior to precede you through a doorway. If you board an aircraft in a group, the senior member will enter first to select a seat, and so on. On departing the aircraft, the same rule applies, the most senior officer departs first.

8.7.4. In the combination of a junior woman and a senior man, the senior man should precede the junior woman through the door. Unofficially, or in a "social" situation, the man may extend traditional courtesies and allow the woman the position of honor.

8.7.5. Three exceptions to these rules of courtesy and conduct are:

8.7.5.1. When an aircraft has been assigned a senior officer, all junior-ranking personnel board first and take their seats before the senior arrives at the aircraft. Normally, either the crew or the senior officer's executive officer/aide will ensure the proper seat is reserved for the senior officer. All should remain in their seats until the senior officer leaves the aircraft at its destination.

8.7.5.2. When entering an auto or a small boat, the senior officer is the last to enter and the first to leave. The position of honor in an automobile is in the rear seat to the right of the driver. If the driver cannot open or close the door, it's proper for the junior passenger to do so. See AFI 34-1201, *Protocol*, Chapter 11, for suggestions on seating passengers by precedence in automobiles.

8.7.5.3. In the performance of the duty of a protocol professional, you may be required to lead a senior officer into a room or building to ensure the successful execution of the event or ceremony.

**8.8. Why Silver Ranks Gold.** At the start of the American Revolution, officers in the Continental Army wore no rank insignia; it soon became apparent that some means of identifying the officers was required. As an expedient, field officers were ordered to wear red cockades on their hats, captains wore yellow or buff and lieutenants were provided with cockades of green.

8.8.1. In 1782, Washington implemented a system where epaulettes would be worn by officers as indicators of rank; major generals wore epaulettes with two stars on each shoulder, brigadier generals epaulettes with one star on each shoulder, field graders a plain gold epaulette on each shoulder, captains wore a single epaulette on the right shoulder, and subalterns wore one on the left.

8.8.2. In 1821, this practice was abolished in favor of using chevrons to denote rank. Chevrons for officer rank did not last long (except at West Point, where they're still used today to designate cadet officer rank). In 1832, epaulettes came back (this was also when the spread eagle was adopted as the insignia for full colonels). Infantry officers wore silver epaulettes; all others wore gold. For example, an infantry colonel wore a gold eagle on his silver epaulette, and all other colonels wore silver eagles on gold.

8.8.3. In 1836, the shoulder strap replaced the epaulette on field uniforms. It had a border of silver or gold depending on the color of the epaulette it replaced. The leaf and bars appeared at this time, but the colors were not fixed; officers wore gold insignia on silver-bordered shoulder straps and vice versa. In 1851, all epaulettes and shoulder strap borders became gold and the insignia on the epaulettes were silver. Majors and second lieutenants wore no rank insignia; they were distinguished only by the type of fringe on their epaulettes. Rank insignia on shoulder straps were silver for all officers down to and including lieutenant colonels; captains and first lieutenants wore gold insignia.

8.8.4. When epaulettes were abolished in 1872 and replaced with shoulder knots which had no fringe, it was necessary to devise some insignia to distinguish the majors from second lieutenants. So the gold leaf was adopted to denote majors, and that's why lieutenant colonels wear silver leaves and majors gold. At the same time, the color of the bars for junior officers was changed to silver. The second lieutenant still wore no insignia, and was only distinguished by the shoulder strap or knot.

8.8.5. Finally, in 1917, the second lieutenant got some "respect" and the Army decided to adopt a new insignia for him. The plan called for the least disruption to other rank insignia, so it was decided to follow the color precedent established in devising major's insignia and adopt the gold bar for the second lieutenant.

**8.9. American Military Decorations.** The U.S. was very slow in establishing a system of military decorations. The first American decoration was developed by George Washington in 1782 when he had the "purple heart" created. It was to be awarded for "singularly meritorious action" and consisted of a small purple cloth heart to be worn over the left breast. Three were awarded in 1783, but records show no others since then.

8.9.1. In December of 1861, Senator James W. Grimes of Iowa introduced a bill that resulted in the establishment of a Medal of Honor for Navy enlisted men. This is the first decoration formally authorized by the American government to be worn as a badge of honor. The Army followed suit in 1862, and officers were declared eligible for the medal in 1863.

8.9.2. The criteria for presenting the Medal of Honor were very much lower in our early wars than they are now. It wasn't until 1902 that steps were taken to establish lesser awards. The Distinguished Service Cross was established in 1918 for "extraordinary heroism in military operations against an armed enemy" under circumstances not deserving award of the Medal of Honor. Between the World Wars, a "pyramid" of fifteen distinct awards for valor and merit was established, with the Medal of Honor on top. Campaign medals and their ribbons were not authorized until 1905.

8.9.3. From the Congressional Medal of Honor Society's "Medal of Honor Recipients General Protocol and Information" memo, the following information on saluting and arrangement of recipients is presented.

8.9.3.1. Salute. There is no law or military regulation that sets forth a requirement for military personnel of any rank to salute a Medal of Honor recipient. However, it is permissible to salute a recipient as a display of respect or honor, whether he or she is civilian or retired military, when he or she is physically wearing the medal.

8.9.3.2. Arrangement of Recipients. When more than one Medal of Honor recipient is to be present at an event, it is requested by the Congressional Medal of Honor Society and the recipients themselves that they not be arranged by rank. Recommended options of order are: alphabetically, by war, by action date, by birthplace, by state, by age, or by height if in a parade or on a raised platform.

8.9.4. Some "little known, but interesting facts" concerning the Medal of Honor.

8.9.4.1. Five men have received two Medals of Honor. In 1918 the regulations were changed to prevent any one person getting it more than once.

8.9.4.2. Although awarded "in the name of Congress," this decoration is properly known as the "Medal of Honor," not the "Congressional Medal of Honor."

## **8.10. Other Official Customs of the Service.**

8.10.1. RHIP (Rank Hath Its Privileges). RHIP refers specifically to those special courtesies which persons of junior rank or status extend to their "seniors." When you extend a verbal courtesy (such as "sir") or physical courtesy (such as a salute) to a senior, you are not just acknowledging that senior's service longevity or age; rather you're acknowledging a privilege the senior has earned and therefore has a right to expect from you. It is an acknowledgment of authority; it is also an acknowledgment of respect which reflects positively on both you and that senior. Rank of course has its obligations, not the least of which is to see that one's subordinates' rights are respected, and that they get the privileges they deserve.

8.10.2. Calling a Room to Attention. The enlisted custom is that the first person to see an officer entering the room calls the room to attention. If an officer of equal or higher rank is already in the room, the room is not called to attention. When the officer departs, the room is called to attention again.

8.10.2.1. However, it's not traditional for officers to follow this practice. How do you then get junior officers to render proper courtesies when a senior enters the room? Here's how units over the years have handled the situation. When gathered in a conference room or theater awaiting the arrival of a senior officer, someone is posted to watch for his or her arrival. As the senior officer approaches, the watcher may sound off, stand by or at ease, as a warning. When the senior enters



the room, one officer will announce, Ladies and gentlemen, the commander, or Ladies and Gentlemen, General Jones. All officers stand at attention until told to be seated. It is a common courtesy for all individuals in a room or area to stand when a senior civilian enters.

8.10.2.2. Common sense should be considered in deciding when a work center is called to attention. If bringing the room to attention could cause an adverse safety or mission impact, it should not be done. When a senior officer enters an operations center, for example, it's customary for them to be announced, but operators remain seated at their consoles and politely acknowledge the superior's presence by sitting at attention and making eye contact, if doing so does not affect the performance of their job.

8.10.3. No Excuses. All military members are taught from their earliest basic training days the only acceptable responses to a superior's questions are "Yes sir/ma'am," "No sir/ma'am," and "No excuse, sir/ma'am." In the military, we assume an order given will be executed fully. It's a measure of the trust we place in each other in this most demanding of professions. In the event of failure to execute an order, the assumption is often made that the individual didn't try hard enough or lacked the necessary aptitude to carry out the order. The answer is "No excuse, sir/ma'am."

8.10.3.1. There will be times when a commander will want to know the reason for a failure. If a subordinate wants to volunteer reasons he must be sure they are valid and not simply excuses with which he hopes to exonerate himself. As a rule, it's best to remain silent even at the expense of suffering a minor injustice.

8.10.3.2. A military leader must remember that his subordinates also are brought up in the tradition of "no excuses." He must not be taken in by the slick talker who can justify all his failures. Likewise, he must not assume that the man who takes his medicine is doing so only because he has nothing to say in his defense.

8.10.4. By Direction of the President. Only "by direction of the President" can an officer be required to serve as a subordinate to one whom he or she ranks. This is in line with the time-tested military principle that seniority must be respected. However, there are many situations when assignment on the basis strictly of seniority will work to the detriment of military efficiency. Orders assigning any officer to a position of command over an officer senior to him/her will include the phrase "by direction of the President."

8.10.5. An Officer and a Gentleman. Military tradition dictates that an officer is expected to act like a gentleman. In early armies, military leadership was a monopoly of the nobility or "gentlemen." Officer rank is now bestowed on the basis of merit, but those chosen are still expected to act like gentlemen (and ladies). An officer's commission carries with it the obligation to act in a "gentlemanly way." For example, in military law an officer can be court-martialed for "conduct unbecoming an officer and a gentleman," whereas an enlisted person cannot.

8.10.6. Addressing Junior Officers. In the Army and Air Force, only academy cadets and warrant officers are addressed as "Mister/Miss/Ms.;" all other officers are addressed by their rank. The Navy still clings to the old traditions and frowns on addressing officers below the rank of Commander by their titles. When speaking, socially or officially, to naval officers below the rank of Commander, enlisted use "Mister/Miss."

8.10.7. Courtesy Visits/Calls. It's traditional when visiting any military organization or Navy ship to pay a courtesy call to the commanding officer. On an Army installation, the first call should be to the

commanding officer, even if the visitor ranks him or her. When reporting in on a Navy vessel, you should report to the ship's captain within 48 hours of arriving.

8.10.7.1. There used to be very formal rules in all the services for leaving business cards and paying social calls to the commander and his spouse when arriving at a new duty station. This tradition is fading, but if visiting a Naval or Army installation, you should check beforehand and determine the local practice.

8.10.7.2. This doesn't mean business cards are in disrepute. When meeting new people in either an official or social capacity, it is good manners to offer business cards. The Japanese custom of presenting your card with both hands, card face up so that it can be read by the other person, and that good eye contact be made, is one to strongly consider using. In any case, give the presenter of the card the courtesy of reading it before putting it away.

**8.11. Service Semantics.** It's a good idea when visiting another service's installation or ship to know the proper terminology or jargon. Take the time to learn these if you're scheduled to visit a Navy ship or Army post.

8.11.1. Flags are only flown at "half-mast" on board ships or on naval installations. In the Army and Air Force we say flags are flown at "half-staff."

8.11.2. In the Army, only women and midshipmen wear "pants." Men wear trousers.

8.11.3. Know the Navy and Marine Corps lingo for navigating aboard ship. "Decks" are floors, "ladders" are stairways, "starboard" is right, "port" is left, "aft" is rear, "below" is downstairs, "forward" is towards the front, and "head" is the bathroom.

**8.12. Air Force Traditions.** Tradition is a process of handing down, or passing from one to another, knowledge, beliefs, feelings, ways of thinking, manners or codes of behavior, a philosophy of life or even a faith, without written instructions. Tradition helps define who we are, it provides us an identity unique from all other peoples and professions.

8.12.1. Although the youngest of the armed services, the Air Force has a rich tradition stretching back to 1 August 1907 when the Chief Signal Officer of the U.S. Army established the Aeronautical Division, consisting of one officer. Since then, the stream of airpower heroes has included Ben Foulois, Billy Mitchell, Raoul Lufbery, Eddie Rickenbacker, Frank Luke (the first airman to receive the Medal of Honor), Jimmy Doolittle, Ira Eaker, Carl Spaatz, Benjamin Davis, Hap Arnold, Claire Chennault, Dick Bong and Bill McGuire (Medal of Honor winners in the Pacific Theater), Curtis LeMay, Chuck Yeager, Joe McConnell, James Jabara, Bernie Schreiver, Hilliard Wilbanks (posthumously awarded the Medal of Honor in Vietnam), Karl Richter, Robin Olds, Steve Ritchie, Chuck DeBellevue, Bernie Fisher, Chappie James, Lance Sijan, Ed White, Chuck Horner, and Bill Andrews. They have left a proud tradition upon which those who follow can and will build.

8.12.2. The Fighter Pilot. The following excerpt, taken from the *43<sup>rd</sup> Tactical Fighter Squadron Song Book* offers a colorful historical perspective of the fighter pilot.

"Say what you will about him, arrogant, cocky, boisterous, and a fun-loving fool to boot. He has earned his place in the sun. Across the span of fifty years he has given this country some of its proudest moments and most cherished military traditions. But fame is short lived, and little the world remembers. Almost forgotten are the 1,400 fighter pilots who stood alone against the might of Hitler's Germany during the dark summer of 1940—and gave, in England, the words of Winston Churchill,

"It's finest hour." Gone from the hardstands at Duxford, are the P-51's with their checkerboard noses that terrorized the finest squadrons the Luftwaffe had. Dimly remembered—the fourth fighter group that gave Americans some of their few proud moments over the skies of Korea. How fresh in the recall are the air commandos who valiantly struck the VC with their aging "Skyraiders" in the rainy and blood-soaked valley called A-Shau? And how long will be remembered the Phantoms and Thuds over "Route Pack Six" and flak-filled skies over Hanoi. Barrel Roll, Steel Tiger and Tally Ho. So here's a "nickel on the grass" to you, my friend, and your spirit, enthusiasm, sacrifice and courage—but most of all to your friendship. Yours is a dying breed and when you are gone, the world will be a lesser place."

8.12.3. Much of our tradition is found in song and verse. "There Are No Fighter Pilots Down in Hell" lived through three wars; "Throw a Nickel on the Grass," "Itazuke Tower," and "Give Me Operations" came to us from the Korean War and were modified to fit the Vietnam experience; and no one can forget "Red River Valley," describing in graphic detail the horrors of Thud bombing missions over North Vietnam—"For we're going to the Red River valley, and my call sign for today is teak lead." Many songs originated with our British comrades in World War II. Many more were written by anonymous authors and have been handed down over the years. Most of these are not fit for mixed company, but graphically express the feelings, frustrations, and camaraderie unique to the pilot community. Ask a fighter pilot to sing for you "Piccadilly," "My Husband's a General," "Wild West Show," or "Swing Low, Sweet Chariot" sometime.

8.12.3.1. "Anything Else is Rubbish."

As we stand near the ringing rafters  
The walls around us are bare  
As we echo our peals of laughter  
It seems as though the dead are still there.  
So stand by your glasses ready.  
Let not tears fill your eye.  
Here's to the dead already  
And Hurrah for the next man to die.

- 43d TFS variation of "Toast to Your Glasses" and the "Toast to Those Who Fly."

8.12.3.2. "High Flight."

Oh, I have slipped the surly bonds of earth  
And danced the skies on laughter-silver wings;  
Sunward I've climbed and joined the tumbling mirth  
Of sun-split clouds-and done a hundred things  
You have not dreamed of - wheeled and soared and swung  
High in the sunlit silence. Hovering there  
I've chased the shouting wind along and flung  
My eager craft through footless halls of air.  
Up, up the long delirious, burning blue  
I've topped the wind-swept heights with easy grace,  
where never lark, or even eagle flew;  
and while, with silent, lifting mind I've trod

The high un-trespassed sanctity of space,  
Put out my hand, and touched the face of God

- John Gillespie Magee, Jr.

8.12.3.3. "The Air Force Song."

Off we go into the wild blue yonder,  
Climbing high into the sun;  
Here they come zooming to meet our thunder,  
At 'em boys, give 'er the gun!  
Down we dive spouting our flame from under  
thing'll stop the U.S. Air Force!

Minds of men fashioned a crate of thunder,  
Sent it high into the blue;  
Hands of men blasted the world asunder;  
How they lived God only knew!  
Souls of men dreaming of skies to conquer  
Gave us wings, ever to soar!  
With scouts before and bombers galore, hey!  
Nothing'll stop the U.S. Air Force!

Here's a toast to the host  
Of those who love the vastness of the sky,  
To a friend we will send a message of his brothermen who fly  
We drink to those who gave their all of old,  
Then down we roar to score the rainbow's pot of gold  
A toast to the host of men we boast, the U.S. Air Force!

Off we go into the wild sky yonder,  
Keep the wings level and true.  
If you'd live to be a grey-haired wonder  
Keep the nose out of the blue!  
Flying men guarding our nation's border,  
We'll be there, followed by more.  
In echelon we carry on, hey!  
Nothing'll stop the U.S. Air Force!

- Robert Crawford

8.12.3.4. "Air Force Blue."

Take the blue from the skies  
And a pretty girl's eyes  
And a touch of old glory too,  
And give it to the men who proudly wear  
The U.S. Air Force Blue.  
We know where we're going, we've set our course  
The sky's the limit in the Air Force!

8.12.3.5. "The U. S. Air Force Hymn."

Lord, guard and guide the men who fly  
Through the great spaces of the sky;  
Be with them traversing the air  
In darkening storms or sunshine fair

Thou who dost keep with tender might  
The balanced birds in all their flight  
Thou of the tempered winds be near  
That, having thee, they know no fear

Control their minds with instinct fit  
What time, adventuring, they quit  
The firm security of land;  
Grant steadfast eye and skillful hand

Aloft in solitudes of space,  
Uphold them with Thy saving grace.  
O God, protect the men who fly  
Thru lonely ways beneath the sky.

8.12.3.6. "Red River Valley."

To the Red River valley we're going  
For to get us some trains and some tracks  
But if I had my say so about it  
I'd still be back in the sack

Come and sit by my side at the briefing  
Do not hasten to bid me adieu  
To the Red River valley we're going  
And I'm flying four in flight blue

We went for the check on the weather  
And they said it was clear as could be  
I lost my wingman round the field  
And the rest augured in out at the sea

S-2 said there's no flak where we're going  
S-2 said there's no flak on the way  
There's a dark overcast oe'r the target  
I'm beginning to doubt what they say

To the valley they say we are going  
And many strange sights will we see  
But the one there that held my attention  
Was the SAM that they threw up at me

To the valley he said he was flying  
And he never saw the medal that he earned  
Many jocks have flown into the valley  
And a number have never returned

So I listened as he briefed on the mission  
Tonight at the bar teak flight will sign  
But we're going to the Red River valley  
And today you are flying my wing

Oh the flak is so thick in the valley  
That the MiGs and the SAMs we don't need  
So fly high and down sun in the valley  
And guard well the ass of teak lead

Now things turn to shit in the valley  
And the briefing I gave, you don't heed  
They'll be waiting at the Hanoi Hilton  
And its fish heads and rice for teak lead

We refueled on the way to the valley  
In the States it has always been fun  
But the thunder and lightning all around us  
'Twas the last AAR for teak one

When we came to a bridge in the valley  
He saw a duty that he couldn't shun  
For the first to roll in on the target  
Was my leader, old teak number one

Oh, he flew through the flak toward the target  
With his bombs and his rockets drew a bead  
But he never pulled out of this bomb run  
'Twas fatal for another teak lead

So come sit by my side at the briefing  
We will sit there and tickle the beads  
For we're going to the Red River valley  
And my call sign for today is teak lead

## Chapter 9

### FORMS OF DRESS

**9.1. Introduction.** Over the years, terms like “casual” and “informal” have become less clear. In order to insure that event participants and guests are appropriately dressed, you should be very specific about dress requirements. Avoid use of terms like “smart casual” or “holiday attire.” Following are recommended types of dress for official and social functions from the most casual to the most formal.

#### **9.2. Casual Dress.**

9.2.1. This term means "comfortably unrestricted" and offers the broadest of possibilities for dress. Invitations for military equivalents for "casual dress" will state the uniform and in most cases this will be the "uniform of the day (UOD)." If "uniformity" of dress is not important, specifying UOD for Air Force functions is acceptable. For example, UOD is appropriate for members attending a function like a commander's call (principals or personnel receiving recognition may wear Service Dress). If it is important everyone be in the same uniform, be specific, e.g. "Long-Sleeve Blue Shirt w/tie."

9.2.2. Be careful about designating a uniform combination for functions where there are likely to be members from other services or other countries attending.

9.2.3. The casual civilian equivalent dress at military official functions is what they would ordinarily wear to work on a day-to-day basis. For civilian guests from outside the military community, appropriate attire could range from blue jeans or slacks and open neck shirt to business suit. Expect most community dignitaries to show up in sports coat and tie or business suit unless you advise them otherwise. Any minimum level of dress should be specified in the invitation, for example “business casual, no blue jeans.”

9.2.4. Civilian casual functions. Dress for men will normally be a short or long-sleeved open-neck shirt, with perhaps a sweater or sports coat, but no tie. Within this category you should specify if you want guests to wear sports coat, blue jeans, etc. For ladies, any casual dress, slacks, pants suit, blouses, and long or short skirts are appropriate. Some examples of dress options would be “blue jean casual” and “sports coat, open collar.” Avoid using terms like “smart casual” that are not clear to all guests.

**9.3. Coat and Tie.** This is the next stage up the ladder toward more formal attire and would be appropriate for most receptions and dinners. For men, this means a jacket or blazer and tie. Women have the option of wearing an appropriate dress or a dressy pants suit.

**9.4. Business Suit.** This term means a dark (subdued) suit with a tie. Women should wear business suit or dress. The military counterpart to "business suit" is Service Dress for Air Force and its equivalent for the other services. The types of military functions where the Service Dress uniform is appropriate include ceremonies, parades, reviews, official visits of civilian dignitaries, changes of command, and receptions.

#### **9.5. Formal Wear.**

9.5.1. In the Air Force, this is the Mess Dress/Semi-Formal Uniform and is appropriate attire for functions such as dinings in, dinings out, formal receptions, military weddings (if a participant), and civilian "black tie" events.

9.5.2. The civilian equivalent to our mess dress uniform is a normally a dinner jacket or tuxedo. A dark suit is also acceptable. Appropriate attire for women is cocktail/evening dress or pants suit.

**9.6. Dress for Retired Members.**

9.6.1. Retired members may wear the appropriate uniform to social and official events as prescribed in AFI 36-2903, conforming to current military standards of appearance.

9.6.2. Wearing of authorized miniature medals on civilian business suit/formal wear is authorized as prescribed in AFI 36-2903.



## Chapter 10

### ADMINISTRATION

**10.1. Types of Invitations.** There are many different types of invitations, from a formal engraved invitation to an informal phone call.

10.1.1. Formal invitations can be printed or handwritten. Printed invitations would be most common. They can be used for ceremonies, dinners, etc. They can be printed on card stock or letterhead.

10.1.2. You may be required to send out handwritten invitations if your commander so desires. These are written in black or blue ink on card stock or notepaper with organizational emblem or the commander's flag. The semi-printed invitation should not have the required information typed in; it should be handwritten.

10.1.3. Letter invitations can be very effective. They are very useful when you have more than one function that you need to include, e.g., an icebreaker the first night, a reception and dinner the next night, and a ceremony the third day.

10.1.4. E-mail invitations have become common. Options are to cut and paste the actual invitation onto the e-mail or provide the event information in the body of the e-mail.

10.1.5. Telephone invitations are acceptable, but should be followed up with a "To remind" written invitation. When issuing a telephone invitation, don't put the person "on the spot" with a question like "Is Colonel So-and-So free Thursday night?" Begin with "General Command is having a dinner Thursday night at his quarters, is Colonel So-and-So available?" Also, consider faxing or e-mail a copy of the invitation to the individual, followed by a written "To remind." Telephone invitations are also useful in "blocking" schedules for planning purposes well in advance of functions for officials whose schedules are full.

### **10.2. Elements of an Invitation (Figure 10.1.).**

10.2.1. Command emblem or commander's flag. An invitation will normally have the host's organizational emblem, star flag, or other symbol at the top. The emblem should be centered; and if there are two hosts, the senior host's emblem should be on the left. The emblem can be printed along with the invitation or preprinted on the stationary.

10.2.2. Host. The invitation always begins with the host's title or full name or both. If you have more than one host, include all of the names. If the function is at one of the host's quarters, that name should go first, or if it is at the club or a restaurant, the name of the senior host goes first. If side-by-side, the senior host's name goes to the left.

10.2.3. Event. Phrasing of the invitation and event. Generic events (such as the words lunch, dinner, reception) should not be capitalized within the invitation. Special events such as Change of Command or Air Force Ball should be capitalized. There are several ways to phrase the invitation.

10.2.3.1. request(s) the pleasure of your company

10.2.3.2. request(s) the honor of your presence

10.2.3.3. cordially invite(s) you to

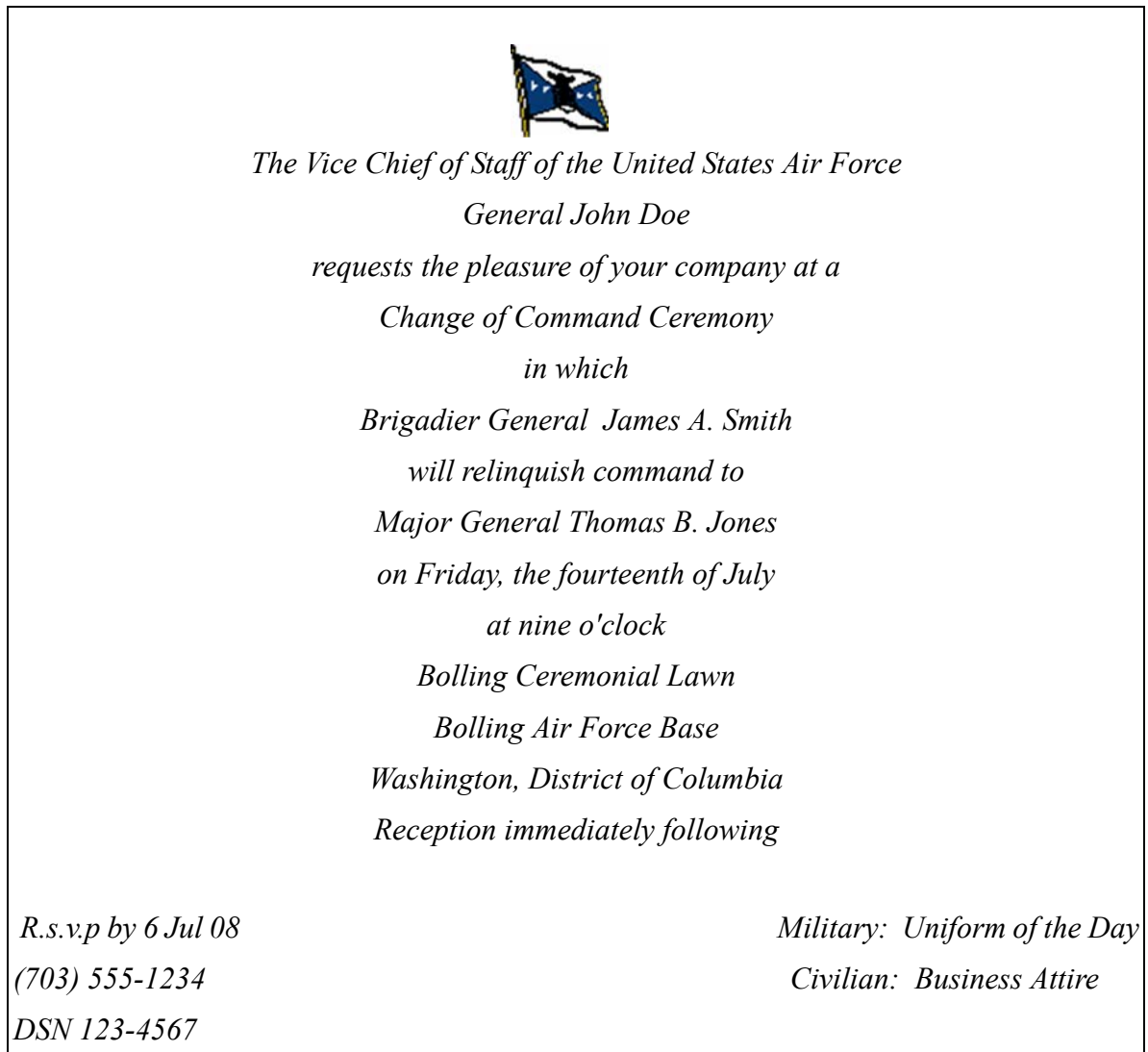
10.2.4. Date and Time. The date must be spelled out as follows: on Thursday, the thirty-first of January. The time may be spelled out in several ways: at half past seven o'clock," "at seven thirty o'clock," or "from seven thirty to nine o'clock" if the event warrants an end time. If you feel there may be a question as to whether the function is in the morning or evening, consider stating "half past seven o'clock in the evening." Usually the type of function should answer the question, but it is always better to ensure clarity.

10.2.5. Location. Provide specific location such as room, building, and base or city.

10.2.6. R.s.v.p. (or R.S.V.P.). R.s.v.p. date and information go in the bottom left-hand corner. Response can be by any of the following: phone number, e-mail address, web site, or R.s.v.p. mail back card/sheet. When using a phone number and invitations are going off-base to other military installations or civilian locations, use both the commercial and DSN numbers. Phrases such as "Regrets Only" or "Acceptances Only" can be confusing and are not recommended.

10.2.7. Dress. Be specific with uniform and civilian dress requirements (see [Chapter 9](#)).

10.2.8. Other. Additional information can be included below the dress information, e.g., Cost per person: \$15.00; No-host cocktails; Pay-as-you-go bar. You may also include information such as "Reception follows immediately after the ceremony (state if it's in another location). This type of information is normally centered at the bottom of the invitation.

**Figure 10.1. Invitation Example.****10.3. Working Invitations.**

10.3.1. The first step is to request a meeting with the commander or a "knowledgeable" representative so you can get the details you need: what type of function, when, where, who is to be invited, what is the preferred dress; all the things you need to put together a proposed invitation list. Based on experience you may want to have a sample invitation and proposed guest list.

10.3.2. In coordination with the appropriate offices, develop a guest list appropriate to the event. Consider inviting local city, county, and state officials; chamber of commerce officials and members of organizations that are supportive to the military. If there are other military organizations in the local area, you may want to include their commanders and key people. Be aware that some guest lists may have to meet specific ratios of DOD to non-DOD (see AFI 34-1201, Chapter 3, on funding).

10.3.3. Depending on the type of function you've been asked to prepare invitations for, decide what inserts you need to include.

10.3.3.1. R.s.v.p. return card/sheet

10.3.3.2. Self-addressed envelope

10.3.3.3. Menu selection card

10.3.3.4. DV pass (allowing civilians access to the base or building)

10.3.3.5. DV parking pass (can be the same as the DV pass if you choose)

10.3.3.6. Map (either on back of DV pass or on separate sheet)

10.3.3.7. Reception invitation card

10.3.3.8. Pre-ceremony reception invitation card

10.3.3.9. Special instructions card (bus boarding instructions, inclement weather plan)

10.3.3.10. Seating card

10.3.4. If required, submit everything (invitations, all inserts, and proposed invitation list) in a package to the host for approval.

10.3.5. If it's a short-notice invitation with a few people invited (a dinner at the commander's quarters), begin by calling all of the invitees to check availability. This gives them a chance to pencil the function in on their calendar and also saves you from sending an unnecessary invitation if they are not available. Be sure to follow up your phone call with a "To remind" invitation.

#### **10.4. Addressing Envelopes (see [Chapter 6](#)).**

#### **10.5. Mailing/Distributing Invitations.**

10.5.1. Invitations should be sent out about four to six weeks in advance for official functions, ceremonies, large dinners, etc.

10.5.2. "Hold the date" or "mark your calendar" cards can be used if you have a date for a functions but do not have all the details yet. They can be sent out as much as six months in advance so invitees can block their calendars and make tentative travel/hotel arrangements.

#### **10.6. R.s.v.p. Worksheet.**

10.6.1. Have your R.s.v.p. worksheet ready to go as soon as the invitations are mailed. You may start receiving R.s.v.p. the same day.

10.6.2. Your R.s.v.p. worksheet should be in alphabetical order and should have columns for all the information you need; yes, no, how many, menu selection, method of payment, telephone number, special seating requirements, name of caller, social first names for name tags (ask for spelling of the first name of the guest/spouse; even a name as common as Sharon can be Sharron, Sheron, or Sharyn), etc.

#### **10.7. R.s.v.p. Responses.**

10.7.1. If someone has not responded by the R.s.v.p. date, feel free to phone or e-mail their office for a response.

10.7.2. If you see the attendance numbers are significantly different from what you originally had for planning purposes, notify the club, caterer, or restaurant with an update. Each caterer will have a different attendance guarantee date.

**10.8. Postponing and Recalling Invitations.** If possible, send out a written explanation of postponement/cancellation of a function. If time does not permit, notify invitees by telephone.

**10.9. Name Tags.** Name tags should be tailored to the event; they can include rank, go-by name, first name, last name, and duty title. Be sure that the name tag is easily readable from a distance. The name is the most important part of a name tag; don't let logos and emblems dominate the tag. Name tags can be helpful in accounting for attendance if special funding has been authorized for an event. Arrange nametags alphabetically on tables close to the entrance. Protocol staff members should be at tables to assist guests with name tags. Name tags should be worn on the right side of the body to facilitate line of sight while shaking hands with other guests.

**10.10. Table Seating and Arrangements.** Seating may be very important to the success of the event (see [Chapter 15](#)).

**10.11. Place Cards.** Place cards are useful at formal and informal occasions to facilitate seating. As a general rule, cards are made from white or cream colored card stock and are approximately 1 by 3 inches (cards are either folded and free standing or placed in a holder). Traditionally, the flag of a general or admiral or the unit crest is embossed or printed on the card. Names are either printed or written on the cards in black or dark blue ink. Cards are addressed with title or rank and last name only.

10.11.1. "Brigadier General John D. Doe" is written as "General Doe"

10.11.2. "Lieutenant Colonel Susan R. Smith" is written as "Colonel Smith"

10.11.3. "Mrs. Gloria C. Smith" is written "Mrs. Smith"

10.11.4. TSgt Robert Jones is written Sergeant Jones

10.11.5. CMSgt Mary Smith is written Chief Smith

10.11.6. "Rear Admiral Harry M. Jones" is written as "Rear Admiral Jones"

10.11.7. Note that the Navy does not truncate the rank.

10.11.8. If more than one person with the same rank and last name is present, add their first initial to avoid any confusion.

10.11.9. Which card to use is determined by who is hosting the event or personal preference. If a flag officer (general or admiral) is the host, you may use a card that corresponds to their rank (1, 2, 3, or 4 stars) regardless of whether a more senior officer is attending. If the host is not a general officer, use a card with the unit crest. When the spouse of a general/flag officer hosts a function where the military member is not present, they should not use "star" place cards. It may be the host's preference to place go-by names on the reverse side of place cards. Placement of the cards will vary depending upon the table setting but they are typically centered above the plate.

**10.12. Seating Designators.** To expedite the seating of guests at a large function, it is helpful to number the tables and create a you-are-seated-at (YASA) board, YASA cards, or seating chart. Table numbers

should be prominently displayed on all tables. Keep the table numbers in place until all guests are seated (staff may then remove them). Consider having two lists at your check in table, one alphabetical and one by table. This can be helpful to guests.

10.12.1. You-Are-Seated-At (YASA) Cards. At a large dinner when there is assigned seating, you may want to use YASA cards to present to guests as they arrive. A seating chart may also be displayed showing the location of the tables. When labeling YASA cards, use the conversational rank versus the formal rank, i.e., Lieutenant General Hamilton, would be displayed as General Hamilton on the YASA card (with the exception of USN attendees, whose rank is always spelled out, i.e., Vice Admiral Smith versus Admiral Smith).

10.12.2. YASA Boards.

10.12.2.1. Display the YASA board(s) in a central location or multiple locations around the room but consider the impact of congestion as people crowd around the board to find their seats.

10.12.2.2. One type of YASA board has an alphabetical list of all guests with their table number beside their name and a diagram of the table layout to provide an orientation to the room. The YASA board or boards should be large enough to comfortably display the names of all guests with their corresponding table number.

10.12.3. Seating Charts. For smaller events, a seating chart with table diagram and names of guests at each table is useful. It can be displayed outside the dining room.

**10.13. Table Settings.** Table settings are usually the concern of the establishment (the club or restaurant) where a luncheon or dinner is to be held. There are, however, occasions where you may be called upon to provide assistance in this area. When these occasions arise, consult etiquette reference texts for a detailed explanation of the appropriate table setting to use for various types of functions. The following general information should, however, cover most situations:

10.13.1. Avoid overcrowding.

10.13.2. Silverware should be placed on the table in the order of its use, starting from the outside and working toward the plate.

10.13.3. The silverware, napkin, and plate are lined-up approximately one inch from the edge of the table.

10.13.4. Forks are placed at the left of the plate.

10.13.5. Knives and spoons are at the right of the plate with the blade of the knife facing toward the plate.

10.13.6. An iced beverage spoon may be placed on the table to the right of the soup spoon or it may be laid above the plate with handle to the right.

10.13.7. The individual butter knife is usually placed across the top of the butter plate parallel with the edge of the table.

10.13.8. If you use a water glass, place it slightly above the tip of the knife nearest the plate and in front of the wine glasses. Fill it two-thirds full before the guests are seated.

10.13.9. Pour wine at the appropriate time during the meal (if toasts are to be proposed right after the invocation, make sure wine glasses are "charged" before guests take their seats).

**10.14. Menu Cards.** Menu cards are occasionally used at more formal events. As a general rule, cards are made from white or cream colored heavy card stock and are printed with black ink. They may have the flag of a general or admiral, an organizational crest, or other graphic printed at the top of the card or on the cover. Menu cards can stand above the plate or can be laid elsewhere at the setting. Menu cards serve multiple purposes; they may be used to simply describe the menu available for the event, they can discriminate between multiple menu options or they may be used to pay tribute to a guest of honor. They can be written in calligraphy, handwritten, printed, or produced on a computer. List only the main courses and wines being served, not the rolls and butter, celery tray, chocolates, ice water, salt and pepper, etc.

**10.15. Food Cards.** Food cards can be used at a buffet to describe the item. They can be very helpful for people with food allergies or dietary restrictions.

## Chapter 11

### FLIGHT LINE

**11.1. Introduction.** Because flight line protocol is an issue of compliance, all policy is covered in AFI 34-1201, *Protocol*, Chapter 11.



## Chapter 12

### DISTINGUISHED VISITORS (DVS)

**12.1. Introduction.** Issues of compliance associated with distinguished visitors (DVs) are covered in AFI 34-1201, *Protocol*, Chapter 12. This chapter provides a guide to preparing for, executing and documenting DV visits.

**12.2. Initial Notification of a Visit.** Notification of a DV visit can take several forms and can be either formal or informal in nature. Frequently, it will be in the form of a telephone call or written correspondence. The key to getting accurate information consistently, regardless of the form of notification, is to have a list of questions readily available that can be answered. Some of the different ways notifications of a DV visit can be made are: visitor's office contacts Protocol, commander receives a note or telephone call, directorate receives a note or telephone call, lodging requests from individuals or higher headquarters message. You will, over time, and depending on your commander, develop a system for tracking DVs. What follows in the next several paragraphs are suggestions offered as a template for a successful DV visit.

12.2.1. To ensure a visit is executed successfully, you will need several pieces of supplemental information: arrival and departure times, purpose of visit, number in party, communications requirements, lodging arrangements, transportation requirements, office calls, briefings (classified or unclassified), social functions, entertainment, tours, meals (including dietary or customs restrictions), honor cordon or guard, mementos, photography, publicity or security level, and biographies.

12.2.2. If the DVs are international dignitaries, other considerations come into play, such as interpreters, greeting, visiting, eating, and gestures. Considerations for international dignitaries will be covered in more detail later in this chapter. The key to initial notification is to get as much information as is feasibly possible in order to properly plan your DV visit. Once you have obtained the initial information, notify all agencies involved in the visit. Communication is key to the success of any DV visit, and continues throughout the visit process.

### 12.3. Planning.

12.3.1. Develop a detailed protocol working plan containing information needed to execute the visit to include a contingency plan. This is not the itinerary you provide the DV, but rather a worksheet where notes and points of contact can be kept for reference.

12.3.2. It is important for you to establish a checklist in your approach to planning the DV visit. Although no two visits are exactly alike, many of the steps in the planning process remain basically the same for each visit. As you gain experience you will be able to establish a routine that allows you to be more organized in your approach to planning a DV visit.

12.3.3. The planning task requires you to understand the major steps in the process as well as the details. What follows is one way to break down the planning phase into its major steps, and accomplish details. Following this process are more details on the major elements; accommodations, transportation, security, etc.

12.3.4. Nail down "long-lead" items and actions. As soon as you receive notification of the visit, make sure of the availability of your commander or host. Conflicts here may lead you to suggest alter-

native dates for the visit. Tentatively reserve quarters, club or dining facilities, transportation, honor guard, and entertainment. You can cancel or reschedule later. You will also want to determine the purpose of the visit so you can determine what site visits and briefings may be required. Some specific actions to consider:

12.3.4.1. Prepare a checklist when planning all visits.

12.3.4.2. Arrange lodging accommodations.

12.3.4.3. Make contact with the DV's office to determine purpose of the visit and DV's expectations. (This is a good time to get other details, like numbers and names of those accompanying the DV and dietary restrictions, etc.)

12.3.4.4. Obtain commander's/host's approval for the visit.

12.3.5. Determine Roles and Responsibilities for the Visit. This is important in ensuring the success of a visit. As the protocol officer, in most cases, you will advise on and/or oversee the visit; for larger functions or visits, your commander may appoint a directorate or unit to be the overall office of primary responsibility (OPR) for the function, and you may be working with project officers and escort officers. Communications between you and other players is key to determine a clear delineation of responsibilities.

12.3.6. Develop a "Strawman" Itinerary. Work with the action officer to outline specific briefings and tours required for a productive visit. Seek early input from the commander or host for the visit. They usually have set ideas on what they want the DV to do or see. Sequence the events in a logical manner--begin with command and specialized briefings before site visits for a better understanding. Block out rough times to include questions and answers during briefings and transportation between activities. Consider "comfort breaks." Include in your preliminary planning time for meals, and at the end of the day, adequate time for rest and relaxation or exercise before beginning evening functions. Factor in the DV's "body clock" and the amount of traveling already done. There are many forms that an itinerary may take, depending on your commander's desires and the extent of involvement you will have with the DVs. The key to making a useful document is in answering the basic questions of who, what, where, when, how and the proper dress code for each event. Place yourself in the DV's shoes and review the itinerary from their perspective. The use of notes placed in appropriate locations within the itinerary can help to reduce the questions which may be asked of you throughout the visit. As long as your format shows the date, time, activity, and location, as well as those DVs participating and what to wear, you have covered the minimum requirements for the itinerary. Your itinerary should flow and make sense from one event or date to the next. Too much detail in the itinerary can work against you, and the DVs may tend to watch the clock rather than enjoy the events they are participating in. The physical size or print of the itinerary may be something you should consider. If the activities the DV will be involved in will require a significant amount of movement or being on the go, you may want to make the itinerary pocket size. On the other hand, if the DV is elderly, you may want to consider larger type or bolder font. If you present your strawman itinerary to the commander or host before proceeding, you will want to consider:

12.3.6.1. Notifying organizations in the command which are responsible for operations of particular interest to the DV.

12.3.6.2. Identifying specific technical discussions and/or briefings the DV will receive, and block times (OPR).

12.3.6.3. Making preliminary arrangements for meals.

12.3.6.4. Blocking times for each activity. Providing sufficient time not only for meetings, office calls, meals, etc., but also for changes of clothes, coffee or tea breaks, occasional rest periods, and transportation.

12.3.6.5. Will spouse accompany? If requested, plan a separate itinerary. The same planning factors apply.

12.3.6.6. Planning an evening meal (or formal luncheon if required). If not already accomplished, tentatively reserve the facility and any entertainment. Identify invitation requirements and put together a suggested invitation list.

12.3.6.7. Determining who pays for various functions and how payment is to be made. DVs in per diem status normally pay for all their expenses and the accompanying aide or escort will pay the DV's bill. However, there are situations where some expenses may be paid from official sources.

12.3.6.8. Getting the commander's or host's approval for the strawman itinerary.

12.3.7. Flesh out the Itinerary. Once your strawman itinerary has been approved, it is time to put detail into it. Begin from the DV's arrival (how are they arriving, who is greeting, where is the first stop, how are they getting there, who is accompanying, who takes care of luggage, who greets at the next stop). Continue through to the completion of the visit (what time do they need to leave, where are they leaving from, how are they getting there, who is accompanying them, who is going to farewell, how is luggage getting there) and everything in between. Following are planning factors related to generic events that have been learned through experience and are necessary to consider. You will want to modify them to fit your specific needs:

12.3.7.1. Briefings. You may be asked to schedule the briefing or conference room, determine attendees (key staff, host, visitors, knowledgeable staff officers, etc.), line up briefers and make sure they dry run the briefings (preferably with the commander or host present). Make sure you develop seating charts and table tents/cards. Determine audio-visual requirements as soon as possible. Consider refreshments; as a minimum, plan on iced water at the table. Remember to plan for writing materials at the table.

12.3.7.2. Office Calls. As a minimum, schedule an office call (15-20 minutes usually suffices) with the commander as a courtesy and be prepared to provide the commander information on the DV, purpose of the visit, and other data. Consider others as appropriate (major directorates, etc.). Make sure you get on the commander's or host's calendar upon initial notification. (Note: historically, an office call is when the visitor is senior to the host, and courtesy call is when the visitor is of lower rank than the person he is visiting).

12.3.7.3. Tour/Site Visits. There are the "showplaces" that reflect your organization and the pride of the unit. They could be mission or support agency related (the new Child Development Center or Airmen's dormitory at your installation). When setting up tours, consider: arranging for the commander or representative to greet and escort the DV through the facility; meeting security requirements, if required; making sure the facility and its surroundings are clean and presentable (never hurts to double check); and most importantly, dry-run the tour. Most problems with site visits occur as a result of poor time management. Allow time for visits to work centers and small talk with personnel at those centers. They are proud of what they do, and should be. They will be

tempted to "overdo" it, so be ready for these events to last longer than programmed and plan accordingly—the protocol officer should keep things on schedule.

12.3.7.4. Meals (Breakfast and Lunch). Some DVs do not eat breakfast, but will expect pastries or coffee in their quarters. Others will want a full breakfast to start their day, and breakfast offers a good start to the day's activities. Sometimes you will want to work a breakfast (or lunch) with a group, like junior officers or airmen. The officers' and enlisted clubs and Airmen dining facility are good settings. In a time-constrained itinerary, finding time (and the right facility) for lunch can be challenging. If traveling from one facility or site to another, consider stopping for lunch on the way to your next stop. You may want to consider a "working lunch" where you can continue briefings or discussions (especially if you are really pressed for time). You can arrange for prepared sandwiches or you can have lunch catered. You may also want to consider a more formal setting at the club, with the host and others attending.

12.3.7.5. Dinner Plans. There are several things you will need to consider; but first and foremost, allow enough time between the end of the business day and the start of dinner for the DV to relax, unpack, exercise, shower, etc. Normally, this should be about an hour and a half; never less than 45 minutes unless you have pre-coordinated with the DV. Consider the DV's desires (food preference, purpose of visit, level of formality, etc.). He or she may prefer a quiet evening at leisure. In such cases, make sure transportation is arranged and provide a list of local restaurants. Offer to make reservations. At other times, the purpose or type of visit may dictate more involved arrangements, ranging from setting up a dinner at the club or a local restaurant in an informal setting, to a formal reception and dinner with local dignitaries and senior officers attending.

12.3.8. Other Miscellaneous Tasks. Here are tasks you may need to consider:

12.3.8.1. Arrange honors and ceremonies.

12.3.8.2. Ensure all arrangements, including reservations for hotels and restaurants, transportation, luggage detail, photographic support, conference room support, etc., are in writing.

12.3.8.3. Ensure that dignitaries will be met and bid farewell by officers of commensurate rank, whenever possible. As a general rule, this requires that a general or flag officer be present at the arrival and departure of a general or flag officer, who is on an official visit, unless there are no general or flag officers assigned to your installation. In this case, your installation commander or vice commander should be present.

12.3.8.4. Coordinate Customs, Immigration, and Agriculture arrangements when DVs are coming in directly to your site from an overseas location.

12.3.8.5. Arrange public affairs support, if required (press conference, photo opportunities).

12.3.8.6. Maintain a contact list of organizations and personnel that need to be notified (and update, as required) of itinerary changes.

12.3.8.7. Confirm security clearances are on file with offices to be visited. Confirm access to controlled/restricted areas before the DV's arrival (OPR). DV may require storage of classified material.

12.3.8.8. Establish uniform/dress requirements for all events. Document in the itinerary.

12.3.8.9. Keep the DV's office/escort officer apprised of any changes to the itinerary -- do not let him or her become surprised. Notify him or her beforehand of any toasts to be offered at social

functions (and his or her appropriate response) proposed speaking opportunities or press coverage, etc.

12.3.8.10. The final action is to obtain the commander's or host's approval of the completed itinerary. Once the final itinerary is approved, minimize changes.

12.3.9. Working the Details. Now that you have an approved itinerary, it is time to follow up for successful execution. First, follow up on the transportation, club, lodging, and security arrangements that you have made. Make sure all involved agencies have copies of the itinerary and understand the role they play in the visit. Make sure all escort officers are briefed and understand their responsibilities. Do you need to prepare invitations, place cards, name tags, placards, etc.? Get these done before the visit starts. Consider what could go wrong and plan for it. Here are other details to be accomplished:

12.3.9.1. Ensure all drivers of the official party are briefed regarding their schedules, routes and uniform requirements, and are given explicit directions so they can operate independently if they become separated from the other vehicles in the official party.

12.3.9.2. Prepare a package which contains at least a map of the area, the local itinerary and lists of room assignments and telephone numbers for presentation to each member of the visiting party.

12.3.9.3. Secure information booklets and other printed information.

12.3.9.4. Reconfirm with the club or restaurant on the composition of the visiting party, accommodations, time and date of arrival, and method of payment.

12.3.9.5. Continue to pass changes and updates to the DV's office or escort.

12.3.9.6. Determine any special requirements upon the DV's departure from your location (i.e., flight lunches, notifications passed to next stop, etc.)

12.3.9.7. Conduct a final dry-run of the visit from beginning to end where practicable. As a minimum, run through your checklists to ensure transportation, lodging, entertainment, etc., are taken care of. If time permits, conduct dry-run briefings and tours again, especially if there were problems during the first dry-run. This walkthrough will identify where the weak points are and can be critical to the success of the visit.

12.3.9.8. Make any last-minute changes to your itinerary (they should be minor). Include a list of all visitors, with full names, nicknames, duty titles, grades, clearances, and organizations.

12.3.9.9. Check the quarters in advance of the DV's arrival to allow housekeeping time to correct any deficiencies.

12.3.9.10. Brief your commander or host on any last-minute changes. Make sure he or she does not have any questions and is comfortable with all arrangements.

12.3.9.11. If your visit involves additional escort officers, make sure they are familiar with base facilities and are adequately briefed on uniform requirements, start time of events, greeting and transporting their assigned DV-- make sure escort officers have a copy of the itinerary and protocol plan, their responsibility for after action feedback, addressing any problems or comments they receive from the DV.

12.3.10. Planning Considerations.

12.3.10.1. Accommodations. Please refer to AFI 34-246, *Air Force Lodging Program*, Table 4.4, to see where the DV falls in the priority category. After accomplishing these steps, you are ready

to make the reservation. The following steps may vary from installation to installation: get the DV's last name, first name, middle initial, and nickname (your commander may want to provide a welcome note, so nicknames can be important), rank or grade, branch of service, social security number, duty title or home address, purpose of visit, installation or city, state or country, date of arrival and departure, total number of nights, retirement date and last position held on active duty (if DV is retired), point of contact and their telephone number.

12.3.10.1.1. Once you have received the above information, call the lodging office and relay the information to the reservation clerk. The reservation clerk inputs the information into the lodging computer. Next, check to see if there are any DV suites available. If so, place your DV in one of the suites. The reservation clerk will assign the DV a room number and a reservation number. Notify the point of contact as to where the DV will stay and provide the room number, telephone number, and building number.

12.3.10.1.2. Check the DV suite before the DV arrives for cleanliness and amenities. You should contact the lodging office if the DV suite is not up to protocol standards. The DV may ask for certain items to be available which are not in the suite. Check to see if the items are available at the lodging office. If so, place the items in the DV's suite. In some cases these requests will be difficult to fill. Work with your commander on these requests, and consider unrealistic or unfair demands on the staff and their personal finances. In addition, consider any negative impact on the mission.

12.3.10.1.3. Contract Quarters Hotels. There will be times when the DV suites will be completely occupied and you will have to lodge your DV at a local hotel. Check with the lodging office before selecting a hotel. The lodging office maintains a contract quarter facilities listing and will assist you in making the reservation. When the DV occupies contract quarters, the lodging office will issue the DV a contract quarters statement. The statement will include the DV's name, number of nights, name of the hotel, and price per night of the quarters. The DV is responsible for paying all room and incidental charges when checking out. The hotel keeps a copy of the contract quarters statement and it will provide a copy to the DV upon checking out. (For further guidance regarding contract quarters, refer to AFI 34-246, *Air Force Lodging Program*).

12.3.10.1.4. Searching for the Right Hotel. There may be a time when all installation lodging facilities and contract quarters are occupied. In this case, you should ask the lodging office to issue a statement of non-availability for government quarters.

12.3.10.2. Welcome Package. This package can be quite simple or very elaborate depending on who your DV is and what events are involved. As a matter of professional courtesy, it is always appropriate to have some sort of welcome note included or placed next to your DV's welcome package. This can be a handwritten note, which is always preferred, or a preprinted note signed by the commander sponsoring the DV's visit. It can be as simple as welcoming the DV to the installation and hoping that his or her visit is enjoyable and professionally rewarding or, if the commander knows the DV personally, the note can be more personal to include an invitation to lunch, dinner, etc. Additionally, a welcome basket may be provided for certain international DVs, where appropriated funds can be utilized. The welcome package should be placed in a folder which is professionally prepared and appealing to the eye. Its contents will vary, but as a general rule it should include as a minimum the following items:

12.3.10.2.1. An itinerary including biographies of commanders which the DV will be meeting or commanders of installations the DV will be visiting.

12.3.10.2.2. Fact sheets on the installations or systems the DV will see.

12.3.10.2.3. A map of the installation where the DV is staying to include the fitness facility.

12.3.10.2.4. A map of the city where the DV is staying.

12.3.10.2.5. A dining guide for the installation and the nearest city.

12.3.10.2.6. Pamphlets on historical places of significance nearby (or areas in which you know the DV may be interested).

12.3.10.2.7. Points of contact for the DV's visit to include home, office and facsimile telephone numbers.

12.3.10.2.8. The welcome package should be placed in the DV's room before his or her arrival. If the nature of the visit does not include an overnight stay, then the welcome package might be too much, and the itinerary is probably where you will want to include the necessary information for the visit. The key is to have some sort of standard established regarding the welcome package so you can deviate based on the circumstances of each visit.

#### 12.3.10.3. Physical Security Considerations.

12.3.10.3.1. Either Security Forces (SF) or Office of Special Investigations (OSI) should be notified, in advance and in writing, each and every time a DV visits an installation. Whether SF or OSI or both are notified of a DV's visit, depends primarily on the rank of the DV and/or the force protection level (FPCON) which exists at the installation during the visit. In some cases, a DV visit may be postponed or canceled based on FPCON. The notification process should include all pertinent facts concerning the DV and the places he or she plans to visit. If there are any last minute changes to the DV's itinerary, SF and/or OSI should be on your list of personnel/organizations to be notified of these changes.

12.3.10.3.2. Additionally, there may be a DV visit where international dignitaries are from a royal family, high ranking officials from a foreign government, or high ranking officials from our own government. In this instance, you will probably get more guidance and help than you ever dreamed possible. From a security perspective, you will more than likely be working with personal security agents as well as local agencies. Sometimes these individuals will insist on keeping weapons on their person, even in restricted or controlled areas. Pre-coordination with your commander, installation security officials, and custodians of restricted areas to be visited is critical to preclude embarrassment. Coordination and flexibility will be the key to success on your part in these situations. Anytime public appearances are on the agenda, you must be keenly aware of the type of facility to be used and whether or not it will be acceptable from a security standpoint. Also, seating arrangements may not be in accordance with accepted protocol guidance, but rather designed for physical safety of the DV in relation to the layout of the facility.

12.3.10.4. Classification and Clearance Requirements. If the DV will receive classified briefings or tours, then the matter of clearance for the DV becomes an issue. In the case where classified briefings are to be given, you should be aware of established procedures for ensuring that the DV has the appropriate clearance to receive the briefings. The Special Security Officer (SSO) or secu-

rity manager for the DV, and his or her counterpart at the installation where the briefings will take place, should correspond with one another. For standard classified briefings, you should receive the DV's clearance information from the OPR and carry it with you during those briefings to be able to demonstrate clearance of the DV if challenged to do so.

12.3.10.5. **Publicity.** There are times when it is appropriate for you to schedule military or civilian press coverage for a DV visit. You should work this through the Public Affairs office and/or photographic laboratory. In some cases, where the DV is a senior military or civilian official, he or she may bring along a Public Affairs representative. In this instance, that individual will handle all publicity arrangements through the local Public Affairs Office. You will need to check with the DV beforehand to determine his or her desires regarding publicity if it is anticipated that press coverage is likely during the visit. It is important to specify the type of media to be used. Request photographic coverage of a DV visit by submitting AF Form 833, Multimedia Work Order, to your local installation's photographic laboratory in advance of the visit dates.

12.3.10.6. **Transportation Planning.** One of the more important planning factors for you is how to get the DV from point A to point B during the visit. Depending upon the number of DVs and places they need to go, this could be a massive undertaking requiring several vehicles, drivers and escort officers. Or the requirement could be as simple as taking one DV visitor from his or her room, to a meeting location, and then to a point of departure. In either case, you need a transportation plan. The plan should answer the who, what, when, where and how (and sometimes why) questions.

**12.4. International Dignitaries.** All international visits to the United States require advance coordination and approval. These kinds of visits are usually sponsored by the service chiefs or the Joint Chiefs of Staff and have an executive agent assigned to coordinate local support and itineraries from facilities or installations that are to be visited. The Secretary of the Air Force International Affairs Office (SAF/IA) is the only approval authority for international visits to Air Force installations. Approval for both the visit and level of disclosure of classified information must come through official international channels, and must be in writing. For self invited visitors, the international visitor requesting the visit initiates the request through his or her respective embassy's air attach office. The embassy forwards an official request to SAF/IA regarding the potential visit. Details will include, but are not limited to, the level of classification, action officer, requested briefings, and protocol involvement. These issues are worked between SAF/IA and your installation's Foreign Disclosure office. The Secretary of the Air Force makes the final determination for approval of the visit.

12.4.1. Most visits to AF installations by international dignitaries are made as a result of an invitation and these people are considered guests of either the Secretary of Defense, The Secretary of the Air Force, or the Chief of Staff of the Air Force. These tours, aside from furthering good will and enhancing favorable relations between the two countries, usually contribute greatly to the success of the USAF worldwide operations. The courtesy extended these DVs, whether military or civilian, should be on the basis of relative rank. There is a tendency in planning an international DV's itinerary to resort to the more mundane forms of entertainment because its frequency of occurrence makes it easier to plan. Use distinctive local resources to vary the guests' exposure to American forms of entertainment. Exposure to enlarged social circles can be accomplished by having the hosting responsibility shared by different groups. Local Air Force Association and civic organizations are often willing to help entertain visiting dignitaries.



12.4.2. International DVs are usually accompanied by one or more aides of their own armed service. Frequently, the latter are officers of the highest caliber who are destined for future positions of authority in their country. They often form lasting impressions about the United States on the basis of the treatment accorded them as members of a visiting party. Special attention should also be given to their transportation, dining, and recreational arrangements. Additionally, you should always provide lodging for the visiting international DV's U.S. escort officer in the same building as the foreign dignitary whenever possible. Otherwise, make adequate transportation available to this escort. Whenever possible, the HQ USAF escort officer should participate in the events scheduled for the dignitary since he/she is the personal representative of the United States, and his/her stature in the visitor's eyes should be preserved. Occasionally, space may preclude the escort's inclusion in certain social events. In that case, make other provisions for the escort's meals.

12.4.3. Consider the cultural background of visiting international DVs and accommodate, whenever possible, individual religious preferences and food or beverage restrictions. At a minimum, their living accommodations should be single rooms in hotels and in lodging, where room assignments should be made in keeping with their status as members of a dignitary's party rather than their rank. (This may mean lodging enlisted members of the party with the rest of the party. Feel comfortable insisting this be done when appropriate.)

12.4.4. It is wise to provide an escort for a international spouse, taking into consideration any language barrier that may exist, his/her age, and position. Escorts may be drawn from among officers or service wives whose language capabilities, travel, or position would make them valuable to the guest. For officially sponsored visits, interpreters for both the DV and spouse will be part of the official party.

12.4.5. While it is true that it is preferable to invite persons of comparable stature to a dinner or small party, some variety may improve a larger function like a reception. Accordingly, you should try to include visitors of the same national origin as the guest of honor as well as a representative selection of junior officers.

12.4.6. Notification to Installations of International Distinguished Visitors. HQ USAF normally notifies installations scheduled to be visited by foreign distinguished visitors at least two weeks prior to the arrival of the visitors. The notification, or tour letter or message, is for planning purposes and usually includes the name, rank, and position of the visitors; English language proficiency; clearance instructions; specific equipment in the hands of foreign government; and any particular fields of interest to the visitor. Biographical sketches are furnished, when available, in addition to a complete itinerary for the entire tour.

12.4.7. Itineraries for International Distinguished Visitors. The itinerary is normally based upon the suggestions of the USAF representative in the country concerned and is compiled in a manner to best serve USAF interests at home and abroad.

12.4.8. HQ USAF Escort Officer. International dignitaries visiting Air Force installations under the auspices of the USAF are normally accompanied by an Air Force escort officer. Whenever possible, the escort officer is chosen from those officers currently in training for assignment to the attach or mission system in the country concerned. This gives the escort officer a personal interest in the success of the visit. You can alleviate some of your commander's concerns with respect to foreign dignitaries by soliciting the advice of the escort officer on any phase of the local itinerary which needs

clarification. He or she will normally be the "paying agent" for the visit and will reimburse you for all authorized expenses.

12.4.9. Entertainment of International Distinguished Visitors. Tour funding for international dignitaries is usually the responsibility of the sponsoring agency. These funds are provided on an austere basis consistent with the rank of the visitor; maintaining the dignity of the Air Force, and the objective of the tour. Since each installation must stay within allotted funds, the following suggestions, taken from escort officers' reports and from foreign visitors, may be useful:

12.4.9.1. Historically, visitors prefer small dinner parties over cocktail parties as a means of entertainment.

12.4.9.2. International visitors prefer small, intimate gatherings rather than large, completely masculine groups composed of members of the staff and subordinate organizations.

12.4.9.3. International visitors are particularly impressed by the home life of American people. They have shown great appreciation when invited into the home of a commander for entertainment.

12.4.9.4. International visitors enjoy joining base functions which have not been planned particularly for them, e.g., picnics and barbecues where sport clothing may be worn.

12.4.9.5. International visitors should be allowed time for shopping and an opportunity to visit local points of economic, historical, and scenic interest such as ranches, farms, museums, and parks. (As a general rule, always anticipate a visit to your installation's exchange, even if it is not on the itinerary. Coordinate beforehand with the exchange manager as part of your contingency planning.)

12.4.9.6. With respect to entertainment funds, the local escort officer should meet all expenses within the limit established in the tour letter. The cost of quarters and rations are not included in these funds and are paid separately by the sponsoring agency escort officer. He or she should be given complete itemized bills in sufficient time to enable him/her to pay prior to departure. The escort officer must also be provided with guest lists for every function arranged for the visitor.

12.4.10. Project Officers for International Distinguished Visitors. As with domestic visitors, a local project officer or escort officer is appointed to accompany the sponsoring agency escort officer and the international visitors during their tour of the installation. The local project officer is available for necessary liaison between the sponsoring agency escort officer and the installation authorities.

12.4.11. Briefings for International Distinguished Visitors. The most important requirement for you regarding briefings of international dignitaries is to notify the local Foreign Disclosure office early, so that it may determine the level of classification which may be briefed to the international DVs. A hardcopy of all briefings should be turned over to the Foreign Disclosure office to assist in determining this level of classification. Many international visitors, who visit Air Force installations, understand English only when it is spoken slowly and simply. Their English language proficiency and other pertinent data may be found in the biographical sketch, which should be provided by the agency issuing the basic invitation. Unless the international visitor is fluent in the English language, briefing personnel should refrain from using complex words or sentences. Regardless of the international visitor's language proficiency, the briefers should not use acronyms or abbreviations. Use simplified organization charts and avoid complex visual aids -- keep them simple and use pictures to illustrate the point. Further, the briefing should get to the heart of the matter as soon as possible, touching very lightly on

details unless the international visitor indicates interest in a specific subject. Most visitors are interested primarily in the mission and operations.

12.4.12. Accommodations for International Distinguished Visitors. International dignitaries should be provided suitable distinguished visitor accommodations on the installation and should be furnished needed transportation. However, when visits extend over the weekend, accommodations in the nearest city will give the international visitors a better feel for the American way of life. In most cases, the letter from sponsoring agency will indicate the type of accommodations to be provided to the international dignitaries.

12.4.13. Press and Photographic Coverage for International Distinguished Visitors. As a general rule, the Air Force has no objection to local press and photographic coverage of international visitors. But make sure current Public Affairs guidance is followed. The initial release is made by sponsoring agency and followed with whatever coverage the local information services officer considers appropriate. At all times, careful consideration should be given to the wishes of the visiting international dignitary. If photographic support is required for an international DV visit, submit AF Form 833, Multimedia Work Order, to your installation's photographic laboratory as soon as you know that photographs will be taken. You may pay close attention to who, when, what, and where concerning the photographs that are taken, so that you will be able to identify persons and activities when the photographs are developed, and you are requested to annotate and forward them to the DVs.

**12.5. Execution.** The most enjoyable part of the DV visit process is its execution. It is also the most crucial. You have already completed the time consuming and detailed work during the planning phase. The main thing to do now is make sure the DV stays on schedule in accordance with the published itinerary. In addition, you'll need to consider several other factors in order to make the visit a success. You may want to include "dry-running" (verbally) the itinerary with a co-worker concentrating on what could go wrong and how you would deal with it.

#### 12.5.1. Communications Support.

12.5.1.1. Double and triple check with all supporting agencies to confirm they have the latest changes. Leave nothing to chance. Rarely does the visit proceed along the time line indicated in the itinerary. Normally, extra time is allotted here and there to account for unexpected delays during an event or in miscalculating travel time from point A to point B. It is important that you are able to communicate with follow-on locations in the itinerary in case there is an unexpected delay that will affect the schedule. Therefore, you should carry a cellular phone at all times during a DV visit when you are away from the office. It is also important to have the cellular phone because the host usually relies on you to contact him or her to update the arrival or departure time of the DV for greeting and farewelling purposes. Many times you are with the DV en route to a location for the greeting or farewell and the cellular phone becomes your lifeline.

12.5.1.2. There are several different models of cellular telephones on the market today that vary in capability. The most important thing for you to remember in this regard, since you may not have a choice as to the type of cellular phone issued to you, is to carry extra charged batteries and a hands-free device.

12.5.1.3. You must ensure that all personnel or organizations participating in the DV visit have the most current copy of the itinerary once the visit begins. Providing biographical sketches of the DV, proper uniform for the DV's visit, and purpose of the DV's visit are probably three of the most

requested pieces of information by general and flag officers, who may be greeting, hosting, or farewelling, or any combination of the three. This information is normally part of the itinerary. Even providing the DV's driver with a pocket-size itinerary is a good idea, in case you become separated from the vehicle somehow. Speaking of pocket-size itineraries, you should always carry one during an assigned DV visit, where you can annotate the margins with notes and telephone numbers and have easy access to it.

12.5.1.4. You should always leave a copy of the itinerary back at the office while the DV visit is in progress, so that official personnel can contact you in the event of an emergency or be able to answer questions regarding the current status of the visit. Writing your cellular phone number on the front of the itinerary you leave at the office is a good idea as well.

12.5.2. Contingencies. The itinerary is a living document, and even after publication and distribution, it can change and often does. Therefore, you need to be prepared for contingencies. There are several things you can carry with you while on a DV visit, which may come in handy at the most unexpected times: extra copies of the itinerary, extra copies of seating charts, extra 1, 2, 3, and 4 star table name cards and a calligraphy pen, telephone listing of all phone numbers used on a daily basis, small generic memento or two that can be presented on the spur of the moment, lint brush, chewing gum/breath mints, aspirin/Tums, tissues, note paper, envelopes, stamps, extra pens, command letterhead, envelopes and an extra battery for your cellular phone. While this list is not all inclusive, it helps you think of what you might need for a particular visit before leaving the office. Other contingencies can include transportation problems, early or late arrival/departure, medical emergency, dental emergency, and the list can go on and on. Although it is impossible to prepare for every contingency, you should always be thinking "what if" at any given point during the DV's visit.

#### 12.5.3. Greet and Farewell.

12.5.3.1. As simple a process as this should be, the failure to properly greet or farewell a DV can set the wrong tone for the rest of a visit or ruin what was an excellent visit. The general rule of thumb is that a general officer, flag officer, or civilian equivalent will be greeted and farewelled by a general officer, flag officer, or civilian equivalent who is commensurate in rank to the visitor. At installations where there are no general or flag officers assigned, the commander or vice commander should greet distinguished visitors. When the DV arrives or departs with a spouse, it is appropriate for the greeting/farewell party to bring their spouse along as well. Your job is to make sure the greeter or fareweller is where they are supposed to be, at the correct time, in the appropriate dress, and has been provided the DV's biographical sketch and itinerary beforehand. You must be prepared to introduce the parties, know first names or nicknames of individuals concerned, and/or know customs particular to the visitor's country. Know the DV's schedule, and basically be prepared to answer any questions.

12.5.3.2. Some key points of discussion or policy may be the difference between a greet and farewell at a military installation versus a commercial terminal, the difference between the DV being on official business versus leave, or the difference between the DV being retired or on active duty. Those decisions are normally made by the installation commander, but regardless, you need to be keenly aware of policy regarding any issue where protocol is involved.

12.5.4. Honor Guard or Cordon. In general, honors and ceremonies are reserved for the President, Vice President, statutory appointees, general or flag officers of the US military, international dignitar-

ies occupying positions comparable to these US officials, regardless of rank, and for occasions which such ceremonies promote international goodwill.

12.5.4.1. Distinguished persons, who are entitled to honors, are listed in AFI 34-1201, Protocol, Attachment 2, Table of Honors. This table includes those honors prescribed for statutory civilian and military officials of the Department of Defense and does not apply to Civil Service Employees. The intent of honors is to extend a mark of courtesy to a distinguished person (honors will be accorded only to the distinguished person him or herself and not to his or her personal representatives). Honors are accorded to an individual rather than a group. A committee or delegation is honored in the person of the senior or ranking member.

12.5.4.2. Unless otherwise directed, full honors must be accorded the President of the United States when he arrives at or departs from any Air Force installation, regardless of the day or hour. Except for the President, honors are not accorded between retreat and reveille, on Sundays, or on national holidays (except Armed Forces and Independence Days), unless the officer directing the honors believes the occasion requires an exception. A distinguished person arriving at an Air Force installation at a time honors are not accorded may be honored at a later time if he or she desires it. When two or more persons entitled to honors arrive or depart from an installation at the same time, only the senior receives honors. If they arrive or depart successively, honors are paid to each in turn, except that a senior visitor must be notified before the installation accords honors to a junior visitor. Any official or officer holding two or more positions (civilian or military), any one of which entitles him to honors, receives only the honors due the highest grade; he or she may not be honored in more than one capacity.

## 12.6. Post-Visit.

12.6.1. Reporting Requirements. The DV's aircraft has departed and you have already called the DV's office to let them know his departure time and expected arrival time at his next destination. You return to the office and receive a verbal "well done" from your boss as you head back to your desk. Are you really done with this DV visit? Not quite. With technology where it is today, chances are your protocol office has some sort of visitor database, which you will need to update. That way, the next time this particular DV should visit your office, you will have some pertinent information on him or her. At a minimum, the following topics should be captured for your data base: title of visit; visitor's full name and nickname, visitor's rank/grade or equivalency, branch of service of visitor, visitor's organization; title of visitor; country; military or civilian status; date of visit; number of days; number in party; command or organization visited; general or flag officers called on; meals served; command or organization that hosted visitor; mementos received from visitor (by whom and on behalf of, reported as required); mementos presented to visitor (by whom and on behalf of); accommodation location; welcome note provided; any significant comments or lessons learned on the visit. If this listed information were entered into a database, any protocol officer assigned a follow on visit for the same DV would have a good synopsis of the DV's last visit.

12.6.2. Letters of Appreciation. One of the most important aspects of a DV visit, and unfortunately, one most often overlooked, is recognizing the effort and achievement of personnel who work so hard to make the DV's visit seem special. Normally, the DV will recognize the efforts of the protocol and project officers, either verbally or in writing. But the protocol and project officers are not the only two individuals who make a visit a success. You should ensure that your office recognizes the efforts who deserve such recognition. It is recommended that the recognition be in writing, so that there is a record of the documentation should it count toward promotion.

## Chapter 13

### CONFERENCES

**13.1. Introduction.** An overview of Air Force policy regarding conferences is AFI 34-1201, *Protocol*, Chapter 12. This chapter provides guide to preparing for, executing and documenting conferences.

#### **13.2. Planning Factors.**

13.2.1. Select a date for the conference early, based on the host's availability (and the availability of high-level guests or participants) and the availability of conference facilities. Make sure there are no other major activities going on in your community that would make it difficult to get quarters during the conference.

13.2.2. The commander should appoint an OPR to be responsible for the conference. If it's a professional society or organization who is co-hosting the event, this becomes a critical planning factor. There must be clear lines of authority and responsibility for the complex planning involved with these conferences to succeed. Make sure specific individuals are assigned responsibility for specific tasks and develop milestones for accomplishing these tasks. Ask your staff judge advocate to review plans to provide government resources in support of conferences that include professional societies or non-government organizations.

13.2.3. Decide the agenda and major social events (dinners, formal luncheons, entertainment, guest speakers, locations, meal and other costs, etc.) and reserve any additional facilities. Determine uniform and dress requirements. Identify and determine communication requirements (i.e., on call person to provide laptop support, secure phone support in lodging, internet access for web mail, etc.). Determine the total cost to be charged each attendee (factor in all conference materials, speaker fees, refreshments, and meals.). Refer to AFI 34-1201, Protocol, Chapter 3, to determine types of authorized funding and prepare funds requests in advance as required. Hotel/accommodation charges are normally the separate responsibility of the attendee for Air Force sponsored conferences.

13.2.4. Decide early on as to spouse attendance. This will impact greatly on your subsequent planning. Ensure that the results of this decision are included in any initial information papers alerting the command to the conference. For questions regarding spouse travel, contact your MAJCOM transportation office.

13.2.5. Publicize early. Get registration information distributed at least eight weeks prior to the event. Recommend creating a web page with conference information that includes conference registration process that posts data to a conference data base to track all data. It's a good idea to distribute a brochure with the agenda and proposed guest speakers, even if they have not confirmed yet. (However, you should have at least confirmed their availability and made sure their secretaries have "penciled" in their calendars for the event.)

13.2.6. Professional society or organizational conferences will likely have a mixture of contractors and military attendees. Conference planners need to determine security clearance requirements and methods for passing clearances and include these with the registration instructions.

13.2.7. Begin thinking about how you'll transport conference attendees from hotels to the conference location if POV parking is limited and reserve these resources as required.

13.2.8. How many distinguished visitors are you likely to have participate? You'll need to consider escort officers for each. You'll also need to think about working separate itineraries for these individuals who could include visits to your base activities or courtesy calls with your commander and senior staff.

13.2.9. Make plans to arrange for and train escort officers on their duties and responsibilities. We suggest assigning each escort officer a single DV, and task them to work with the DV's office on travel and other arrangements.

### **13.3. Intermediate Stages (Two to Three Weeks Out).**

13.3.1. Train escort officers. A critical step if you're expecting several DVs to attend or participate. Ensure escort officers selected are the best your organization has because they'll be representing your commander. Refer to [Attachment 5](#) for an escort officer guide

13.3.2. Confirm social arrangements you are responsible for. Have the restaurants, banquet facilities, club, etc., been reserved, menus (and prices) agreed to and special arrangements made for entertainment? Have these been agreed to in writing? This is also a good time to think about any inclement weather plans as backup for outside activities that are canceled due to bad weather i.e., afternoon golf matches rained or snowed out - what will you/OPR/host do with attendees?

13.3.3. Do you have a complete list of invitees and are you responsible for any administrative support for the conference (making name tags, preparing conference material other than DV brochures, etc.)? If so, now is a good time to use your computer resources and begin entering the data.

### **13.4. Final Stages (One to Two Weeks Out).** Begin confirming all of your earlier coordination.

13.4.1. Confirm any DV participation, itineraries (to include any inclement weather plans), escort officer responsibilities (office calls, briefings, etc.).

13.4.2. Confirm lodging, transportation, meal, and entertainment arrangements.

13.4.3. Make a first cut at any seating plans. You may consider arranging seating by position rather than rank. This will allow you to make last-minute changes easily without impacting on the entire seating plan for that event. Of course you may very well be forced into a purely rank structured seating plan.

13.4.4. Complete all administrative or computer-generated support items (nametags, name cards, programs, seating diagrams, table plans, parking signs, etc.). Consider space allocation for protocol command post and a separate work area for visiting support staff.

13.4.5. Confirm who will greet/host/farewell all attending DVs. This information must be shared with the escort officers.

13.4.6. Confirm all arrangements for mementos, plaques, flag set-ups for speakers or honored guests, master of ceremonies, biographies, and introductions.

13.4.7. Confirm all security arrangements to include parking and nametags or passes needed for any restricted area. Also, confirm who will handle classified material and where it will be stored. Finally, confirm any arrangements for secure telephone or facsimile support required specifically for the conference.

13.4.8. Confirm all other audio visual support (presentation rooms, TV/VCR(s), computers, etc.). The OPR/host will set and announce any format requirements for presentation products.

13.4.9. Confirm planned light refreshments for breaks and/or working sessions.

### **13.5. Just Prior.**

13.5.1. Be ready for attendee changes. There will invariably be last minute additions or cancellations. Have a contingency plan for changes to travel plans, military air (MILAIR) cancellations changes to commercial air arrivals, changes to ground transportation and have some idea of what seating, greeting, or other changes you may have to quickly plan and execute.

13.5.2. The OPR/host should be able to make any required weather decisions early-on. Do not cancel any inclement weather arrangements until you are sure they will not be needed.

13.5.3. Determine greeter schedule to match DV arrivals. Remind greeters that military airlift may arrive so they should be in place accordingly. Brief greeters on aircraft parking procedures. Also remind greeters of any ground transportation plans, and location of the nearest telephone/facsimile or restroom.

13.5.4. All required vehicles should be cleaned, inspected, and ready to go with drivers who are totally familiar with the sequence of events. Each DV vehicle should have a star plate as appropriate. Ensure that drivers are familiar with their vehicle (trunk release, door locks, safety items, etc.). Any conference-specific parking signs should be in place. Be sure you allow a little extra time for travel by bus, if used. Also recommend you get face-to-face with the driver as to any specific routing and parking arrangements of concern to you.

13.5.5. All accommodations should be checked and ready (welcome notes/packets, telephones, mementos or welcome baskets if appropriate, building maps to locate other attendees. etc.).

13.5.6. Determine whether classified storage is available. Recommend you let the OPR handle this issue in its entirety but you do need to know what the arrangements are.

13.5.7. All administrative support items should be complete and ready for issue per the overall plan. Any conference booklets, to include any "executive summaries," should generally be the responsibility of the OPR.

13.5.8. Triple check the escort officers. Always have a spare escort and vehicle available to assist with that unexpected DV you know is going to magically appear. The OIC for the escorts must announce and enforce any specific uniform requirements.

### **13.6. During Conference.**

13.6.1. Assist the OPR/host as required. You will probably act as an impromptu escort and/or aide throughout the conference! Be available to assist your DVs as their home offices may not have any other telephone number but the protocol office.

13.6.2. Replenish refreshments as necessary.

13.6.3. Be flexible and handle changes in a calm professional manner. You will invariably have DV arrival/departure schedule changes which will cause attendance and seating changes.



**13.7. After Conference.**

13.7.1. Capture any historical data of importance to the Protocol Office (list of actual attendees, any mementos presented, survey responses, receipts for any official expenditures, etc.). This should be accomplished within 72 hours of conference adjournment, while everything is fresh in your mind.

13.7.2. Don't forget to say "thank you," both officially via letters of appreciation and also through more informal means. It took "a cast of thousands" to pull this off so don't be shy with the kudos.

13.7.3. Make a genuine effort to record any lessons learned. This conference will not be your last; make the next one better!

## Chapter 14

### MILITARY CEREMONIES

#### 14.1. Ceremony General Management.

14.1.1. Uniforms. The event project officer should determine the uniform combination as far in advance as possible.

14.1.2. Event Location. The project officer will ensure proper reservation of facilities or location by the funding unit. Location should be chosen with careful consideration for parking accessibility, seating capacity, and military appropriateness.

14.1.2.1. Ramp Freeze/Quiet Hours. Your ceremony may require you to request from Airfield Management a ramp freeze or quiet hours. Recommend you coordinate to ensure the highest quality environment for your event.

14.1.3. Officiating Official. The officiating official of a retirement, promotion, or award ceremony should be the first appropriate individual in the honoree's chain of command, officer or senior civilian. The officiating official should be higher in grade to the honoree. It is not appropriate for enlisted members to officiate a ceremony. If the honoree desires someone other than the first appropriate individual in the chain, the honoree should discuss with their supervisor.

14.1.4. Invitations. When required, the event project officer should send out invitations to allow sufficient time for attendees to R.s.v.p. for the event.

14.1.5. Programs. When required, the event project officer should have programs produced for the ceremony following guidelines for funding of programs for the event.

14.1.6. Briefings. When required, the event project officer should conduct a briefing with the presiding official and honoree to review all aspects of the ceremony prior to the ceremony. It is recommended that the briefings take place approximately thirty days prior to the ceremony.

14.1.7. Flags may be pre-posted for most events if resources or stage space is limited.

14.1.8. Music is not a requirement for a ceremony but, whenever possible, music should be used as it adds to the decorum of the ceremony.

14.1.8.1. Arrival Fanfare is played while the official party is in motion; musical honors for general officers and above (Ruffles and Flourishes etc.) are rendered once the official party is in position in front of their chairs. Ruffles and Flourishes is not played while the party is in motion.

14.1.8.2. When the presiding official of a ceremony is a retired general officer, musical honors are played only if the presiding officer is in uniform.

14.1.8.3. When the presiding official of a ceremony is an SES, musical honors are not played.

14.1.8.4. During musical honors, while it is customary for those in attendance to face the general officer, it is not necessary for persons standing immediately beside the general officer to face in his or her direction.

14.1.8.5. During outdoor ceremonies and when musical honors are rendered, military members in uniform face and salute the person being honored. The person for whom the honors are rendered also salutes (as a symbolic gesture of returning the salute).

14.1.9. Floral presentations may be made on behalf of all the men and women of the Air Force or by the honoree during ceremonies. Typically, the honoree or the office of the honoree pays for flowers.

14.1.10. Receiving Lines. Typically, a receiving line includes the US Flag, USAF Flag, and general officer's personal colors or a Senior Executive Service member's individual flag if it is their receiving line. The honoree will stand in front of the flags and receive guests first, followed by the spouse. Additional family members are not recommended in receiving lines in order to prevent line stagnation.

14.1.11. Ceremony Pre-brief. Prior to any ceremony, the official party and spouses should receive a summary of the sequence of events detailing their movements to familiarize them with the entire event.

## 14.2. Military Funerals.

14.2.1. General. The USAF Honor Guard or the Base Honor Guard under the provisions of AFI 34-242, *Mortuary Affairs Program*, typically conducts military funerals.

14.2.2. Dress. Military attendees of a military funeral must wear their service dress uniform with flight cap or service cap. All attendees should be prepared to wear appropriate inclement weather apparel during poor weather, (i.e. overcoat, raincoat, black gloves, scarf, etc.)

14.2.3. Flyovers are conducted under the provisions of AFI 34-242, *Mortuary Affairs Program*.

14.2.4. Remains Arrival. Proper protocol mandates that when remains of the deceased arrive and pass before military personnel, those in uniform salute unless walking until the remains are stationary. Civilians should place their right hand over their heart during the movement of remains unless walking.

14.2.5. Funeral Military Honors. The three volleys fired by the firing party and Taps played by the bugler are considered military honors. Both military and civilians attending the funeral service will rise for military honors and be seated at the conclusion of military honors. Military members will render the hand salute from the beginning of the firing sequence till the conclusion of Taps. Civilians place their right hand over their heart during military honors.

14.2.5.1. Personal Colors. For funerals honoring general officers, their personal colors are present. During the ceremony, the honor guard will furl and case the personal colors. This is the only instance when personal colors may be furled and cased.

## 14.3. Individual Retirements.

14.3.1. General. Recognition upon retirement is a long-standing tradition of military service. Each commander makes sure members leave with a tangible expression of appreciation for their contributions to the Air Force and its mission, and with the assurance that they will continue to be a part of the Air Force family in retirement. Anyone involved in planning a retirement should consult AFI 36-3203, *Service Retirements*, for details.

14.3.2. Sequence of Events. This is a traditional sequence of events for indoor retirement ceremonies. The order of the remarks by the speakers may be adjusted as desired by the host of the ceremony. Bolded items are general officer specific; italicized items are optional. Outdoor retirement ceremonies are occasionally conducted in conjunction with parades. See Air Force Manual 36-2203, *Drill and Ceremonies*, for further guidance on outdoor retirements.

SEQUENCE OF EVENTS

OPENING NARRATION

**ARRIVAL FANFARE****MUSICAL HONORS**

COLORS

NATIONAL ANTHEM

*INVOCATION*

REMARKS BY PRESIDING OFFICER

RETIREMENT RECOGNITION

MEDAL PRESENTATION

READING OF RETIREMENT ORDER

RETIREMENT CERTIFICATE PRESENTATION

LETTERS PRESENTATION

SPOUSE CERTIFICATE OF APPRECIATION PRESENTATION

*FLOWER PRESENTATION*

REMARKS BY HONOREE

CLOSING NARRATION

AIR FORCE SONG

DEPARTURE

14.3.3. Flag Furling and Casing. Furling of personal colors are authorized and appropriate at retirement ceremonies. The personal colors of general officers remain active after retirement and should be displayed. Casing of a general officer's or Senior Executive Service member's personal flag is not appropriate during a retirement ceremony as it is symbolic of the death of the individual. For general officers, casing of the personal colors is performed at the conclusion of the funeral.

**14.4. Promotion Ceremony.**

14.4.1. General. Promotions are significant events in the lives of military people. Commanders and supervisors are responsible for ensuring their people receive proper recognition.

14.4.2. Sequence of Events. The following is a traditional sequence of events for an indoor promotion ceremony. The order of the remarks by the speakers may be adjusted as desired by the host of the ceremony. Bolded items are general officer specific; italicized items are optional. Promotion ceremonies are typically held indoors.

SEQUENCE OF EVENTS

OPENING NARRATION

**ARRIVAL FANFARE****MUSICAL HONORS**

COLORS

NATIONAL ANTHEM

*INVOCATION*

REMARKS BY PRESIDING OFFICER

PROMOTION ORDER

PINNING OF INSIGNIA

OATH OF OFFICE

**UNFURLING OF PERSONAL FLAG**

REMARKS BY HONOREE

CLOSING NARRATION

AIR FORCE SONG

DEPARTURE

RECEPTION

14.4.3. Group Promotions. Multiple promotion ceremonies should be sequenced in descending rank order.

14.4.4. Personal Colors. At the discretion of the host or honoree, there are three options for presenting the new personal colors.

14.4.4.1. During a general officer's promotion, their personal colors are present. During the ceremony for promotion to Major General and above, the honor guard will retrieve the previous rank personal colors and discreetly exit the room, additional honor guard members then uncased and unfurl the new rank personal colors.

14.4.4.2. In this sequence, the new personal colors (the new rank personal colors) and the previous personal colors (the old rank personal colors) are both used. Two personal colors bearers march in side by side (space permitting). The new personal colors bearer halts two paces to the right side and slightly in front of the official party. The previous personal colors bearer continues marching to retrieve the previous personal colors from its posted position with the displayed flags, then returns to a position to the left of the honoree facing the new personal colors bearer. Upon halting, the personal colors bearers drop both personal colors simultaneously to a position parallel to the ground with the new personal colors furthest from the official party with the previous personal colors nearest the official party. As the previous personal colors is furled and secured (not cased), the new personal colors is unfurled. A third person may be used to uncased the new personal colors. Both personal colors bearers then bring them back to the vertical position, the previous per-

sonal colors bearer exits the room, the new personal colors bearer posts new personal colors next to the displayed flags.

14.4.4.3. In this sequence, the new personal colors are furled, cased, and pre-posted. The honor guard marches in side by side (space permitting). One honor guard member posts forward of the official party while the second member retrieves the new personal colors then moving forward to the first member. The new personal colors are lowered, uncased, and unfurled. The new personal colors are then raised. The honor guard member with the flag marches into place behind and between the official party as the other member departs. The honor guard member presents the new personal colors to the officiating officer who then presents to the honoree. The honoree passes the personal colors back to the honor guard member who then re-posts the personal colors next to the displayed flags and departs.

14.4.5. Oath of Office (from AFI 36-2501, *Officer Promotions and Selective Continuation*).

I, (NAME), having been appointed a (grade in which appointed), United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter, so help me God.

#### **14.5. Change of Command.**

14.5.1. General. The primary purpose of a change of command ceremony is to allow subordinates to witness the formality of command change from one officer to another. Therefore, the ceremony should be official, formal, and brief while conducted with great dignity.

14.5.2. Sequence of Events. This is a traditional sequence of events for indoor change of command ceremonies. The order of the remarks by the speakers may be adjusted as desired by the host of the ceremony. Bolded items are general officer specific; italicized items are optional.

##### SEQUENCE OF EVENTS

OPENING NARRATION

**ARRIVAL FANFARE**

**MUSICAL HONORS**

COLORS

NATIONAL ANTHEM

*INVOCATION*

AWARD PRESENTATION

REMARKS BY PRESIDING OFFICER

REMARKS BY OUTGOING COMMANDER

CHANGE OF COMMAND

REMARKS BY INCOMING COMMANDER

CLOSING NARRATION

## AIR FORCE SONG

## DEPARTURE

*RECEPTION*

14.5.3. Guidon Exchange. The guidon is exchanged during the change of command as a symbolic gesture providing a tangible view of the command authority being transferred from one commander to the next. The sequence for the exchange begins with three participants standing abreast, from left to right, presiding officer, outgoing commander, and incoming commander. A fourth participant, the guidon bearer, takes a position behind and between presiding officer and outgoing commander. The guidon bearer gives a subdued command, (*Officers, Center*); the presiding officer executes a left face while the two commanders execute a right face. The outgoing commander salutes the presiding officer, while stating, *Sir/Ma'am, I relinquish command.* The presiding officer returns salute. The outgoing commander takes the guidon from the guidon bearer, holding the flag angled towards the guidon bearer, and presents it to the presiding officer. The outgoing commander takes one step to the right, two steps back and one step to the left; simultaneously, the incoming commander takes two steps forward, taking the outgoing commander's place. The presiding officer presents the guidon to the incoming commander who firmly receives the guidon and passes it to the guidon bearer. The incoming commander salutes the presiding officer, while stating, *"Sir/Ma'am, I assume command.* The presiding officer returns the salute. The guidon bearer gives a subdued command, (*Officers, Post*). All three officers face forward.

14.5.4. Assumption of Command. Assumption of command ceremonies occur when there is a time lapse between the departure of a commander and the arrival of a new commander. An assumption of command sequence is identical to a change of command sequence, with the obvious omission of the award presentation and outgoing commander's remarks. The guidon exchange sequence varies from a change of command. The presiding officer and incoming commander face the audience. The guidon bearer takes a position behind and between the presiding officer and the commander. The guidon bearer gives a subdued command, (*Officers, Center*); the presiding officer executes a left face while the incoming commander executes a right face. The presiding officer takes the guidon from the guidon bearer and, holding the flag angled towards the guidon bearer, presents it to the incoming commander who firmly receives it and passes it to the guidon bearer. The incoming commander salutes the presiding officer and states, *Sir/Ma'am, I assume command.* The presiding officer returns salute. The guidon bearer gives a subdued command, (*Officers, Post*). Both officers face forward.

14.5.5. Appointment to Command. Appointment to command ceremonies are executed the same as assumption of command ceremonies. Appointment to command differs from assumption of command only from a succession of command perspective. See AFI 51-604, *Appointment to and Assumption of Command*, for details.

**14.6. Activation, Inactivation and Redesignation Ceremonies.**

14.6.1. Activation (Reactivation)/Inactivation sequence of events. This is a traditional sequence of events for activation/inactivation ceremonies. Bolded items are general officer specific; italicized items are optional. March On, Presentation of Command and Advancement of the Colors are outdoor ceremony specific. A reactivation ceremony is identical to an activation ceremony with only obvious changes to narration.

OPENING NARRATION  
MARCH ON  
DRESSING SEQUENCE  
PRESENTATION OF COMMAND  
**ARRIVAL FANFARE**  
**MUSICAL HONORS**  
ADVANCEMENT OF THE COLORS/NATIONAL ANTHEM  
*INVOCATION*  
REMARKS BY PRESIDING OFFICER  
AWARD PRESENTATION  
ACTIVATION/INACTIVATION  
ORGANIZATIONAL FLAG UNFURLING/FURLING  
POSTING OF THE COLORS  
REMARKS BY UNIT COMMANDER  
CLOSING NARRATION  
AIR FORCE SONG  
DEPARTURE  
*RECEPTION*

14.6.2. Guidon Exchange, Activation (Reactivation). The guidon exchange sequence for an activation/reactivation ceremony begins immediately following the new flag unfurling with the host and incoming commander facing the audience. The guidon bearer takes a position behind and between presiding officer and commander. The guidon bearer gives a subdued command, (*Officers, Center*); the presiding officer executes a left face while the incoming commander executes a right face. The presiding officer takes the guidon from the guidon bearer, holding the flag angled towards the guidon bearer, and presents it to the incoming commander; the incoming commander, while receiving the guidon, states *Sir/Ma'am, I assume command* and then passes the guidon to the guidon bearer. The incoming commander then salutes the presiding officer. The guidon bearer gives a subdued command, (*Officers, Post*). Both officers face forward.

14.6.3. Guidon Exchange, Inactivation. The guidon exchange sequence for an inactivation ceremony begins immediately before the flag furling with the presiding officer and commander facing the audience. The guidon bearer takes a position behind and between the presiding officer and the commander. The guidon bearer gives a subdued command, (*Officers, Center*); the presiding officer executes a left face while the outgoing commander executes a right face. The outgoing commander salutes the presiding officer; the presiding officer returns salute. The outgoing commander takes the guidon from guidon bearer, holding the flag angled towards the guidon bearer, and presents it to presiding officer while stating *Sir/Ma'am, I relinquish command.* The presiding officer gives the guidon to the guidon bearer, who prepares for the flag furling sequence.



14.6.4. Redesignation sequence of events. This is a traditional sequence of events for redesignation ceremonies. Bolded items are general officer specific; italicized items are optional. March On, Presentation of Command, and Advancement of the Colors are outdoor ceremony specific.

OPENING REMARKS

MARCH ON

DRESSING SEQUENCE

PRESENTATION OF COMMAND

**ARRIVAL FANFARE**

**MUSICAL HONORS**

ADVANCEMENT OF THE COLORS/NATIONAL ANTHEM

*INVOCATION*

REMARKS BY PRESIDING OFFICER

AWARD PRESENTATION

REDESIGNATION

*ORGANIZATIONAL FLAG UNFURLING/FURLING*

POSTING OF THE COLORS

REMARKS BY COMMANDER

CLOSING REMARKS

AIR FORCE SONG

DEPARTURE

*RECEPTION*

14.6.5. Flag furling/unfurling. At the discretion of the presiding officer, a flag furling (or unfurling) may be performed instead of simply removing and posting the guidons. It is most appropriate to perform this sequence immediately after the redesignation has been read. Two guidon bearers march in side by side (space permitting), the new guidon bearer halts two paces to the side and slightly in front of the official party. The previous guidon bearer continues marching to retrieve the previous guidon from its posted position with the displayed flags, then returns to a position next to the new guidon bearer. Upon halting, the guidon bearers drop both guidons simultaneously to a position parallel to the ground. As the previous guidon is furled, the new guidon is unfurled. A third person may be used to uncasing the new guidon, then casing the previous guidon. Both guidon bearers then bring the guidons back to the vertical position, the previous guidon bearer exits the room, the new guidon bearer posts the new guidon next to the displayed flags.

#### **14.7. Re-enlistment Ceremony.**

14.7.1. General. Unit commanders will honor all reenlistees through a dignified reenlistment ceremony. The airman may request any commissioned officer to perform the ceremony and may invite guests. The member's immediate family should be invited. This reinforces the fact that when a mem-

ber makes a commitment to the Air Force, the family is also making a commitment. Any active duty, reserve, guard, or retired commissioned officer of the US Armed Forces may perform the ceremony, which may be conducted in any place that lends dignity to the event. The US flag must form a backdrop for the participants. Reenlistees and reenlisting officers must wear an authorized uniform for the ceremony. *EXCEPTION:* The uniform requirement is optional for retired officers.

14.7.2. Procedures. The core of the ceremony is the oath of enlistment. The oath is recited by the officer and repeated by the re-enlistee. The re-enlistee and the officer administering the oath must be physically collocated during the ceremony. Once completed, the officer congratulates the re-enlistee and invites the other attendees to do the same. Refreshments may be served.

14.7.3. Enlisted Oath.

I, (NAME), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic, that I will bear true faith and allegiance to the same, and that I will obey the orders of President of the United States and the orders of the officers appointed over me, according to regulations and the uniform code of military justice—so help me God.

#### **14.8. Award Ceremony.**

14.8.1. General. An award ceremony affords an opportunity to recognize a member's accomplishments. The commander or other official determines whether to present an award at a formal ceremony or to present it informally. Many units present awards during commander's call. Commanders and supervisors must ensure the presentation method reflects the significance of the award.

14.8.2. Sequence. This sequence can be used when an award presentation is made separately from a commander's call. Bolded items are general officer specific; italicized items are optional. Due to the brevity of this variety of ceremony, all musical elements are optional and colors can be pre-posted.

##### SEQUENCE OF EVENTS

OPENING NARRATION

**ARRIVAL FANFARE**

**MUSICAL HONORS**

COLORS

NATIONAL ANTHEM

*INVOCATION*

REMARKS BY PRESIDING OFFICER

PRESENTATION OF AWARD

REMARKS BY HONOREE (AT THE PRESIDING OFFICER'S DISCRETION)

CLOSING NARRATION

*AIR FORCE SONG*

DEPARTURE

*RECEPTION*

#### 14.9. Decoration Ceremony.

14.9.1. General. Decoration ceremonies formally recognize service members for meritorious service, outstanding achievement, or heroism. A formal and dignified ceremony is necessary to preserve the integrity and value of decorations. When possible, the commander should personally present the decoration. Regardless of where the presentation is conducted, the ceremony should be conducted at the earliest possible date after approval of the decoration. All military participants and attendees should wear the uniform specified by the host. If in doubt, the blue uniform rather than the battle dress uniform (BDU) is recommended. It is also proper for participating retired members to wear a uniform. At the commander's discretion, a photographer may take pictures during the ceremony.

14.9.2. Procedures. Although decoration ceremonies may differ slightly from one unit to another, they normally begin by announcing "ATTENTION TO ORDERS." All members in attendance stand at attention and face the commander and the recipient. The commander's assistant reads the citation while the commander and recipient stand at attention. After the reading of the citation, the commander and recipient face each other, and the commander affixes the medal on the individual's uniform. The commander next extends personal congratulations and a handshake while presenting the decoration certificate. The recipient salutes the commander, and the commander returns the salute to conclude the formal part of the ceremony. Attendees are then invited to personally congratulate the recipient and enjoy any refreshments provided.

14.9.3. Sequence. Bolded items are general officer specific; italicized items are optional. Due to the brevity of this variety of ceremony, all musical elements are optional and colors may be pre-posted.

##### SEQUENCE OF EVENTS

OPENING NARRATION

**ARRIVAL FANFARE**

**MUSICAL HONORS**

*ADVANCEMENT OF THE COLORS/NATIONAL ANTHEM*

*INVOCATION*

REMARKS BY PRESIDING OFFICER

PRESENTATION OF DECORATION

REMARKS BY HONOREE (AT THE PRESIDING OFFICER'S DISCRETION)

CLOSING NARRATION

*AIR FORCE SONG*

DEPARTURE

*RECEPTION*

#### 14.10. Reveille and Retreat.

14.10.1. General. The USAF Flag is flown daily from reveille until retreat. Reveille, the raising of the colors for the day's activities, is a ceremony in which the unit honors the US flag when it is raised in the morning. Retreat, the retirement of the colors from the day's activities, is a ceremony in which the unit honors the US flag when it is lowered in the evening.

14.10.2. Dress. Military attendees of reveille and retreat should wear uniform of the day unless ordered to otherwise by the installation commander. Military members conducting the ceremony should wear their service dress uniform with flight cap or service cap. All attendees should be prepared to wear appropriate inclement weather apparel during poor weather, (i.e. overcoat, raincoat, black gloves, scarf, etc.).

14.10.3. Timing. The sounding, for both reveille and retreat, is to be decided upon by the installation commander. Reveille shall be played for 20 seconds. During this time, the flag is raised quickly to the top of the flagpole. During retreat, the flag is lowered slowly and ceremoniously. The two bugle calls sounded at retreat are Retreat and To the Colors. Uniformed personnel in formation, during the playing of Retreat, should be at the position of parade rest, then assume the position of attention. Uniformed personnel not in formation, during the playing of Retreat, should be at the position of attention. The flag should reach the bottom at the last note of "To the Colors." The Star Spangled Banner may be played instead of "To the Colors" during a retreat ceremony.

14.10.4. Formation. When the flag is being raised in the morning, you should stand at attention on the first note of Reveille and salute. Concerning retreat, when in a formation or a group, the senior military member present will call the group to Attention and then Parade, Rest at the first note of Retreat. That member will then call the group to Attention and Present, Arms at the first note of To the Colors and then Order, Arms at the conclusion.

14.10.5. Civilian and Motorist Honors. In 1812, Reveille was a drum call, but as time passed it came to mark when the flag was raised in the morning and honors paid to it. Since it is no longer only a call for soldiers to rise in the morning, it is proper for all military and civilian personnel to afford honors to the flag during these ceremonies. Civilians and military members in civilian clothes should place their right hand over their heart, while military members in uniform should render a salute throughout the ceremony. Vehicles in motion should stop.

#### **14.11. Building Dedication/Ribbon Cutting.**

14.11.1. General. A building dedication/ribbon cutting ceremony is the opportunity to formally recognize the completion/opening of a new building or facility.

14.11.2. Sequence. This is the traditional, authorized sequence of events for a building dedication or ribbon cutting ceremony. Bolded items are general officer specific; italicized items are optional.

##### SEQUENCE OF EVENTS

OPENING NARRATION

**ARRIVAL FANFARE**

**MUSICAL HONORS**

COLORS/NATIONAL ANTHEM

*INVOCATION*

REMARKS BY PRESIDING OFFICER

DEDICATION/RIBBON CUTTING

REMARKS BY UNIT COMMANDER

CLOSING NARRATION

## AIR FORCE SONG

## DEPARTURE

*RECEPTION***14.12. POW/MIA Ceremonies.**

## 14.12.1. (Number of) Personnel Involved.

## 14.12.1.1. (1) NCOIC

## 14.12.1.2. (5) Hat Bearers

## 14.12.2. Equipment.

## 14.12.2.1. Ceremonial Army, Marine, Navy, Air Force, Coast Guard, and civilian cap (1 of each).

## 14.12.3. Support Material.

## 14.12.3.1. A round table, a white table cloth, six chairs, Bible (optional), red rose displayed in vase, yellow ribbon, slice of lemon on a bread plate with a pinch of salt, place setting at an open table, and (6) wine glasses. (Note: All support material should be supplied by the host).

## 14.12.4. Preparation.

## 14.12.4.1. NCOIC meets with host upon arrival at ceremony site to go over specifics: entrance cue; entrance and departure area; make sure there is enough room around the table for all team members to walk; proper set-up of table (yellow ribbon tied around vase, placed in the middle of the table; Bible (optional) is placed next to the vase; bread plate with slice of lemon and pinch of salt on it is placed next to the Bible and the vase; one place setting with plate, silverware, and wineglass; the other five wineglasses should be placed evenly around the table in empty place settings). The table needs to occupy a prominent position in the layout of the room.

## 14.12.5. Sequence of Events.

## 14.12.5.1. Fifteen minutes prior to ceremony, the team lines up outside of the entrance: holding hats in correct Joint Service order (Army, Marines, Navy, Air Force, Coast Guard, civilian), at waist level, and with the bill of the hat pointing out.

## 14.12.5.2. Once narrator starts reading the POW/MIA Hat Table script, the team is queued and enters the room headed toward the table.

## 14.12.5.3. Upon reaching the table, the team circles it once and the NCOIC calls HALT when the Air Force hat is in front of the full place setting for the second time.

## 14.12.5.4. NCOIC calls Ready, Face and the team faces the table.

## 14.12.5.5. The NCOIC starts the movement and, at the same time, all bearers move their right hands slowly around the front of the bill to the left side of the hat, touching their left hand. Then letting go with the left hand and keeping it in position, turning the hat around 180 degrees. Bearers then bend over and place hat in the place setting.

## 14.12.5.6. The bearers let go of the hat, stand up at attention, reach out with their right hand, and cup the wineglasses. All wine glasses will be lifted out in front of the bearers meeting in the center of the table. Glasses are turned upside down and then lowered back down to the table.

14.12.5.7. When the glasses are securely on the table, the bearers come back to the position of attention.

14.12.5.8. NCOIC calls Present, Arms. The bearers perform a three second present and a three-second order.

14.12.5.9. Once back at the position of attention, the NCOIC calls Ready, Face. All bearers perform a right face, wait one count, and then step off with no arm swing toward the predetermined departure area (note: if the host wishes, after the dinner is over the team may go back in and get the hats; this is performed in the exact opposite order. All commands are subdued and called only loud enough for the members of the team to hear).

14.12.6. Script. The following is the recommended script according to the POW/MIA league of families and endorsed by the Department of Defense:

MISSING MAN TABLE & HONORS CEREMONY  
COURTESY OF NATIONAL LEAGUE OF FAMILIES  
OF AMERICAN PRISONERS AND MISSING IN SOUTHEAST ASIA

Narrator As you entered the dining area, you may have noticed a table at the front, raised to call your attention to its purpose – it is reserved to honor our missing loved ones (or missing comrades in arms, for veterans).

Set for six, the empty places represent Americans (our men and women) still missing from each of the five services – Army, Marine Corps, Navy, Air Force, Coast Guard – and civilians. This Honors Ceremony symbolizes that they are with us, here in spirit.

Some (Here) in this room were very young when they were went into combat; however, all Americans should never forget the brave men and women who answered our nation's call (to serve) and served the cause of freedom in a special way.

I would like to ask you to stand, and remain standing for a moment of silent prayer, as the Honor Guard place the five service covers and a civilian cap on each empty plate.

*In silence or with dignified, quiet music as background, the Honor Guard moves into position around the table and simultaneously place covers of the Army, Navy, Marine Corps, Air Force, Coast Guard and civilian hat, on the dinner plate at each table setting.*

*The Honor Guard departs.*

Narrator Please be seated (*pause*). I would like to explain the meaning of the items on this special table.

The table is round – to show our everlasting concern for our missing men (and women).

The tablecloth is white – symbolizing the purity of their motives when answering the call to duty.

The single red rose, displayed in a vase, reminds us of the life of each of the missing, and the loved ones and friends of these Americans who keep the faith, awaiting answers.

The vase is tied with a yellow ribbon, symbol of our continued determination to account for our missing.

A slice of lemon on the bread plate is to remind us of the bitter fate of those captured and missing in a foreign land.

A pinch of salt symbolized the tears endured by those missing and their families who seek answers.

*(Optional)* The Bible represents the strength gained through faith to sustain those lost from our country, founded as one nation under God.

This glass is inverted – to symbolize their inability to share this evening's (morning's/day's) toast.

The chairs are empty – they are missing.

Let us now raise our water glasses in toast to honor America's POW/MIAs and to the success of our efforts to account for them.

***NOTE:*** *The number of personnel can be varied from one to six. The ceremony can be altered as to the number of hats and personnel. You can also place the hats as the latter part of the script is read and invert the glass as the script mentions it.*

## Chapter 15

### SOCIAL FUNCTIONS

**15.1. Seating Arrangements.** Seating can be the key to the success an event. As with most things military, rank precedence forms the basis for making seat assignments but common sense also plays a part. There will always be those "gray areas" where common sense and the comfort of your guests will need to be factored into the equation. Perhaps the best illustration would be a dinner with international guests. Language limitations may dictate a modified seating arrangement to facilitate conversation among the guests. Ensure you have considered rank precedence and have a clear rationale for why certain seat assignments were made and always make sure the host or hostess understands and agrees with the seat assignments and has approved them in advance. See [Attachment 2](#) for specific seating examples.

15.1.1. The position of honor is always to the right of the hostess (or host at a stag event). This position is usually given to the most senior guest or the guest of honor. At large events, designate hosts at each table to spread out the senior attendees.

15.1.2. Seat men and women alternately whenever possible. To avoid seating a civilian woman at the end or outer edge of a table, it may be necessary to seat two women next to each other. At some gatherings it is acceptable to seat husbands and wives together, but at formal events they should be seated opposite each other.

15.1.3. Round tables are preferable to rectangular since they offer more potential positions of honor and facilitate conversation.

15.1.4. Seat speakers or anyone making introductions (including the Chaplain if an invocation is offered) as close to the podium as possible.

15.1.5. Consider the placement of the host and distinguished guest(s) to ensure they can see and be seen by the audience.

15.1.6. Strategically place interpreters when seating guests not fluent in English. Also, be sensitive to international customs and other unusual circumstances (e.g. personal security).

**15.2. The Receiving Line.** The word reception means the act of receiving or greeting. A receiving line is a practical and efficient way to accomplish this greeting. In the Air Force, receiving lines are frequently used to greet a new commander and spouse or to introduce a guest of honor. There are few formal rules governing the formation of a receiving line. However, there are some "rules of the road" for ensuring the receiving line you set up for your commander is successful and accomplishes its purpose.

15.2.1. The length of time for a receiving line is dependent on the desires of the host or guest of honor and the number of guests in the line.

15.2.2. People in the receiving line are stationed single file according to the rules of precedence. The host (usually the commander) and his/her spouse are number one and number two. Then follows the most important guest of honor, if there is one, followed by his/her spouse, followed by the next honored guest in order of rank. In no case should the receiving line consist of more than five people. A good rule of thumb is to limit the line to the commander and spouse or include the most important guest of honor. When a Chief of State is the guest of honor, the host and hostess relinquish their positions and the line forms with the Chief of State, his/her spouse, and followed by the host and hostess.



15.2.3. Role of Announcer. The current trend is not to have a receiving line announcer and to let guests introduce themselves. However, if one is used, the commander's aide or protocol officer acts to introduce guests. The announcer stands just to the side of the host and introduces the next guests in line. Since announcers are not part of the receiving line, they should not shake hands with the guests. The announcer's grasp of names should be quick and accurate, and pronunciation of names to the commander audible and distinct.

15.2.4. "The Puller." It is useful to position a person just off the end of the receiving line to direct or pull guests to refreshments or the lounge. This role is typically filled by a protocol staff member and plays a valuable role in preventing congestion at the end of the receiving line.

15.2.5. Staffing the Receiving Line. Just before the appointed hour, the receiving line is formed. The line should be located at sufficient distance from the entrance to facilitate easy movement of guests. A good rule of thumb is to prevent guests from having to wait more than 12-15 minutes in line. If necessary, you may direct some guests to the refreshments and ask them to check the line later when it has thinned out. If guests insist on remaining in the receiving line, let them do so.

15.2.6. Role of "Gatekeeper." Station a protocol person at the entrance to the reception lounge, next to a table positioned for guests to place their drinks and food. Euphemistically known as the "gatekeeper," this individual controls the flow of the receiving line, and is usually the member of the protocol staff that best knows the invited guests. The gatekeeper is indispensable to a successful receiving line. The gatekeeper ensures an orderly flow of guests, helping to preclude bunching up inside the reception area, by holding the line at the entrance until space clears for them to proceed. The gatekeeper also advises all guests to place any drinks and food on the table provided before proceeding further. One of the few formal rules of a receiving line is that one should not receive guests or go through a receiving line holding a drink or plate of food.

15.2.7. Procedures for Guests Going Through the Receiving Line.

15.2.7.1. Air Force. For civilians, a gentleman precedes his guest through the line; military members should precede their spouse or guest; the invited military member should precede their military spouse.

15.2.7.2. Army. Ladies first at all functions except at the White House.

15.2.7.3. Navy. Ladies first at all functions except at the White House. Although many senior Naval Officers have adopted the Air Force practice of gentlemen first at official functions.

15.2.7.4. Place drinks and food on the table provided before entering the reception area.

15.2.7.5. When going through the line, do not shake hands with the gatekeeper or announcer. Give him/her your rank and last name (Major and Mrs. Smith), official title (Mayor and Mrs. Tom Jones) or name (Mr. and Mrs. Brown). Always provide your name even though you know the announcer and/or host.

15.2.7.6. The announcer presents the guest to the host, who in turn presents him or her to the guest of honor. The guest, in proceeding down the line, shakes hands and greets each person. Never engage in extended conversation in a receiving line; you'll add to the congestion for those in the line behind you. Do not hesitate to repeat your name to members of the receiving line. Names do not travel well.

15.2.8. Physical Arrangements for Receiving Line. Guidelines you'll want to consider in setting up a receiving line.

15.2.8.1. Pick a location that allows easy movement of guests without crowding.

15.2.8.2. The location should allow formation of guest line outside of receiving line room.

15.2.8.3. Entry into the reception area where refreshments are located should be accessible from the end of the receiving line and from an area adjacent to the beginning of the guest line (where the gatekeeper is positioned), without disturbing the natural flow of the guests.

15.2.8.4. Space should be available at the entrance to the receiving line room for a gatekeeper and table and guest book (optional).

15.2.8.5. The receiving line should be positioned so that direct sunlight does not distract either the guests or members of the receiving line.

15.2.8.6. Place a table behind the receiving line. Consider pre-positioning a pitcher of ice water and glasses (or other refreshments) for members of the receiving line.

15.2.8.7. Arrange flags behind the receiving line in accordance with flag etiquette. See AFI 34-1201, Protocol, Chapter 2, for detailed information on flags.

**15.3. Toasts.** A toast is a gesture of honor. A toast is rendered to the guest of honor by the host. The toast usually begins with a welcome to the guest of honor; when accompanied by his/her spouse, they may be referred to in the toast. Traditionally, only people are toasted, but it has become acceptable to toast organizations or groups. Champagne is a favorite beverage for toasting, but any wine is appropriate. You would not offer a toast with a mixed drink or after dinner liqueur. Toasting with water is acceptable. Ensure everyone's glass is charged with the appropriate beverage prior to proposing a toast. You would not want a situation where the host asks everyone to raise their empty glass.

15.3.1. Formal Toasts. Formal toasts are: to the colors, or to the heads of state of all countries represented (determined by seniority of international officers present), to the President of the United States, and to the Chief of Staff of the Air Force and/or sister services. After the formal toasts, the host may ask everyone to be seated and then toast the guests, if desired.

15.3.1.1. The one who initiates the toasting is the host at a very formal occasion, Mr./Madam Vice at a dining in/out, or any guest when the occasion is informal. The subject of the toast is always based upon the type of occasion. Those offering a toast, man or woman, should stand and raise the glass to shoulder level in a salute while making the toast, then raise the glass above eye-level prior to drinking.

15.3.1.2. The person to whom a toast is being given does not drink at the time they are being toasted. The honoree usually remains seated. After everyone sits down, the guest may rise and thank the host, offering a toast in return.

15.3.1.3. All military members and civilian males should stand unless they are the recipients of the toast. They should hold their glass at shoulder level while the toast is being given, raise their glass above eye level when responding to the toast and then partake of the beverage.

15.3.1.4. Nonmilitary females in attendance are not required to stand for a toast unless it is to the President of the United States, the US flag, or if the wife of the host rises. Then, common sense

and good manners dictate that all females follow suit. Women may remain seated for any further informal toasts.

15.3.2. Standard Toasts. Standard toasts would be "To your health," or "To success and happiness," while special occasions such as weddings or birthdays would require toasts more specific in nature such as "To Mary and John for a lifetime of happiness and love" in the case of a wedding, or on a birthday "May your next 25 years be as happy and as successful as your first 25 years."

15.3.3. Ceremonial Toasts. When the formality of ceremonial toasts is to be observed on formal occasions, arrange beforehand the order and subject of all toasts. It is the responsibility of the host to inform the guest of honor which toasts will be offered and when. The rule here is that the host proposes all toasts and the guest answers in kind. The experienced guest is always careful to leave enough beverage in his glass toward the end of the meal to be able to join in several toasts.

15.3.3.1. Always stand while drinking a toast to a Chief of State. The toast to the ruler of a country or the international guest of honor is always the first toast proposed on a formal occasion. A few minutes after the guests have seated themselves again, the senior representative of the country honored rises and proposes a toast to the ruler of the host's country. All the guests rise again to drink this toast.

15.3.3.2. These initial toasts may be followed by others to the countries or the services represented by the guests, and/or to the guest of honor and the host. There may be brief speeches which fit the occasion. Other toasts may follow.

15.3.3.3. Since governments and titles change, verify their accuracy beforehand.

15.3.3.4. Note that the position is toasted, so don't mention the individual's name.

15.3.4. Toasts to International guests. When toasting international guests, the text may include the accomplishments of the guest of honor, ties between his/her country and the United States, and the hope and prospects for continued good relationships. Often the historical background of the visitor's country is touched upon, especially with reference to former relationships with the United States. At the end of the remarks, the official giving the toasts will ask, "Will you stand and join me in a toast to His Excellency (name), President of (country)," or "His Excellency the President of (country)," of "The President of (country)." Substitute title of guest of honor, using the correct usage, as given in the examples at the end of this section.

15.3.5. Responses. Responses to toasts may range from a simple, "Hear, hear!" to a more complicated phrase. Please refer to the following partial listing of toasts for other examples.

**Toast: "To the Flag of the United States of America!"**

**Response: "To the Colors!"**

**NOTE:** When used, this toast is always proposed first.

**Toast: "To Her Majesty Queen Elizabeth the Second!"**

**Response: "To Her Majesty!"**

**Toast: "To Her Majesty Queen of Canada!"**

**Response: "To Her Majesty!"**

**Toast: "To His Imperial Majesty the Emperor of Japan!"**

**Response: "To the Emperor!"**

**Toast: "To the President of the Republic of Korea!"**

**Response: "To the President!"**

**Toast: "To the President of the United States!"**

**Response: "To the President!"**

**NOTE:** This toast applies only when more than one nation is represented.

**Toast: "To the Commander in Chief, The President of the United States!"**

**Response: "To the President!"**

**NOTE:** This toast applies when only the United States is represented. If no allied officers are present, the host proposes this toast.

15.3.6. When proposing a toast to sister services, and only if members of those services are present, start with the most senior service as follows:

**Toast: "To the Chief of Staff of the United States Army!"**

**Response: "To the Chief!"**

**Toast: "To the Commandant of the Marine Corps!"**

**Response: "To the Commandant"**

**Toast: "To the Chief of Naval Operations!"**

**Response: "To the Chief!"**

The most senior sister service representative present would then propose the toast to the Air Force Chief of Staff.

**Toast: "To the Chief of Staff of the United States Air Force!"**

**Response: "To the Chief!"**

15.3.7. Toast to Persons KIA, MIA or POW (always with water).

**Toast:** "We toast our hearty comrades who have fallen from the skies,  
And were gently caught by God's own hands to be with him on high,  
To dwell among the soaring clouds they have known so well before,  
From victory roll to tail chase, at heaven's very door.  
And as we fly among them, we're sure to hear their plea,  
Take care, my friend, watch your six, and do one more roll for me.  
To our comrades killed in action, missing in action, or prisoners of war!"

**Response:** Raise glass and partake of the beverage in silence.

#### **15.4. Additional Factors.**

15.4.1. Hosting International Guests. Protocol is critically important when hosting, entertaining or interacting with international guests. It is imperative to become knowledgeable about your guest's particular customs and traditions, to include dietary restrictions and hand or facial gestures. The Internet is a great resource for international etiquette and customs.

15.4.2. Smoking. In someone's home, never smoke without asking permission. In a club/restaurant, smokers should ensure they're in a designated smoking section. Do not smoke at the table without the approval of the entire party.

15.4.3. Entertainment at Social Events. Many events can be enhanced with the addition of live music. This may be background music during cocktails or dinner, or a performance after dinner. Generally a performance after dinner should be no more than 30 minutes. USAF Bands provide a wide range of exceptional entertainment and should be considered for any event.

## **15.5. Dinners.**

15.5.1. Dinner parties can be held in the host's home, a club, or a restaurant. No matter where they are held or how many guests are invited there are six keys for success: congenial guests, well-planned menu, attractive table, well-prepared food, gracious host and hostess, and competent and pleasant service personnel.

15.5.2. At formal dinner parties, guests are greeted at the entrance by aides or protocol personnel. The host or hostess may stand near the door to the room to greet and welcome guests or may circulate within the room, greeting new arrival as he or she can.

15.5.3. The host leads the way in to dinner with the female guest of honor. If place cards are used, the hostess is usually the last to enter the dining room, along with the guest of honor. An exception to the host leading the way is a large dinner where the host and hostess and guests of honor (and sometimes everyone at the head table) are last to enter. In this situation, they are asked to wait in a side room and are brought in and announced/introduced by the master of ceremonies.

15.5.4. When planning a dinner for guests from other parts of the country/world, consider going to restaurants with themes or menus unique to your geographic area, taking into consideration any dietary restrictions of the guests. It is also important to visit the restaurant personally prior to organizing an event. Consider force protection issues when dealing with off-base venues.

**15.6. Receptions.** Receptions are usually formal affairs; a public or semi-public gathering in honor of a prominent person or an important event. The most common type of official reception is associated with a change of command or other ceremony such as promotion or retirement.

15.6.1. A receiving line is appropriate at most receptions.

15.6.2. Arrange for some tables and chairs to be spread around the room to accommodate guests who can't stand for long periods.

15.6.3. If nametags are used, position the nametag table away from the receiving line to avoid congestion.

15.6.4. Icebreakers. Icebreakers are traditionally held the first night of a meeting or conference. The atmosphere should be kept informal and nametags are highly recommended.

## Chapter 16

### DININGS IN AND DININGS OUT

**16.1. Overview.** Formal military dinners are a tradition in all branches of the United States Armed services. In the Air Force and Navy, it is the dining in; in the Army, the regimental dinner; in the Marine Corps and Coast Guard, mess night. The dining in and dining out represent the most formal aspects of Air Force social life. The dining in is the traditional form, and the term will be used throughout this section. However, most of the information also applies to a "combat" dining in and dining out. The dining in is a formal dinner for the members of a wing, unit, or other organization. The "Combat dining in" is far less formal because of the dress requirements and more informal atmosphere; however, the basic rules and format of the dining in apply. The dining out includes spouses and guests. It is important for the success of a dining in that members enjoy the evening and that the ceremonies are done in a tasteful, dignified manner. A dining in should have a theme around which the decorations and ceremony are built.

#### 16.2. Background.

16.2.1. As with most ancient traditions, the origin of the dining in is not clear. Formal dinners are rooted in antiquity. From pre-Christian Roman legions, to second century Viking warlords, to King Arthur's knights in the sixth century, feasts to honor military victories and individual and unit achievements have been a custom.

16.2.2. Some trace the origins of the dining in to the old English monasteries. The custom was then taken up by the early universities and eventually adopted by the military with the advent of the officers' mess. With the adoption of the dining in by the military, these dinners became more formalized. British soldiers brought the custom to colonial America, where it was borrowed by George Washington's continental army.

16.2.3. The Air Force dining in custom probably began in the 1930s with the late General H. "Hap" Arnold's "wing-dings." The close bonds enjoyed by Air Corps officers and their British colleagues of the Royal Air Force during World War II surely added to the American involvement in the dining in custom.

16.2.4. The dining in has served the Air Force well as an occasion for officers to meet socially at a formal military function. It enhances the esprit of units, lightens the load of demanding day-to-day work, gives the commander an opportunity to meet socially with his or her subordinates, and enables military members of all ranks to create bonds of friendship and better working relations through an atmosphere of good fellowship.

**16.3. Purpose.** The purpose of the dining in is to bring a unit together in an atmosphere of camaraderie, good fellowship, and social rapport. The basic idea is to enjoy yourself and the company. The dining in is also an excellent means of saying farewell to the departing members and welcoming newly arrived members to a unit. It is an excellent forum to recognize individual and unit achievements. The dining in, therefore, is very effective in building high morale and esprit de corps.

**16.4. Dining in.** The dining in is a formal dinner for the members of a wing, unit, or organization. Although a dining in is traditionally a unit function, attendance by other smaller units may be appropriate.

**16.5. Dining out.** The dining out is a relatively new custom that includes spouses and guests. It is similar in all other respects to a dining in. The dining out is becoming increasingly popular.

**16.6. Combat Dining in.** The combat dining in, the newest of the dining in traditions is becoming increasingly popular, especially in operational units. The format and sequence of events is built around the traditional dining in; however, its far less formal atmosphere and combat dress requirements (flight-suits, BDUs) have made it very appealing to the masses. There is not a great deal written on the subject and the only limit seems to be that of the imagination of the planning committee.

**16.7. Attendance.** Traditionally, attendance at a dining in was mandatory and many commanders still consider this function a mandatory requirement, similar to a Commander's Call. Other commanders feel that since the goal of the dining in is to bring members closer together, attendance should be voluntary so that those who feel that they were forced to attend would not dampen the spirit and enthusiasm of the others. The decision as to whether a dining in is voluntary or mandatory appropriately rests with the commander.

**16.8. Guests of the Mess.** There are two types of guests, official guests and personal guests. Official guests are honored guests of the mess. The guest speaker is an official guest. All official guests are seated at the head table and their expenses are shared by the members of the mess. Because of the costs and space at the head table, the number of official guests should be limited.

16.8.1. Personal guests may be either military members or civilians (for dinings out). They are not seated at the head table, and their expenses are paid by the sponsoring member.

16.8.2. Senior officers from other units and organizations and civic leaders from the local community should be considered when inviting guests. It is a good way to enhance relations between base units, and with civilian neighbors.

16.8.3. Mess members should arrive at least ten minutes before the hour of invitation in order to meet and talk with the guests of honor and get acquainted with others. Members do not leave until the guests have departed unless they have been excused beforehand for a good reason.

**16.9. Dress.** Officers wear the mess dress uniform. Male civilians should wear appropriate black tie dinner dress (a dark suit is also acceptable). The proper dress for civilians should be clearly stated in the invitation. Retired officers may wear the mess dress or civilian attire. For enlisted members, mess dress or the semi-formal dress uniform is worn. Refer to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, for appropriate wear instructions.

16.9.1. Long dinner dresses or evening clothes for female guests are appropriate when attending a dining out.

16.9.2. Pregnant military women should wear appropriate military attire.

#### **16.10. Key Players.**

16.10.1. President. This officer is the center figure of the dining in. Normally the commander of the organization hosting the dining in, the president is charged with the overall responsibility of the dining in. Specific duties of the president are as follows:

16.10.1.1. Oversee entire organization and operation of the dining in.

16.10.1.2. Appoint any or all of the following project officers:

16.10.1.2.1. Vice President

16.10.1.2.2. Arrangements Officer

16.10.1.2.3. Mess Officer

16.10.1.2.4. Escort Officers

16.10.1.3. Secure an appropriate speaker, set the date, and determine location.

16.10.1.4. Arrange for a chaplain to give the invocation.

16.10.1.5. Greet all guests before dinner is served.

16.10.1.6. Opening and closing of the mess.

16.10.1.7. Many of the duties of the president are delegated to the arrangements officer who must work closely with the president to ensure the success of the dining in.

16.10.2. Vice President. The vice president serves as the president's principal assistant. The vice president is traditionally the most junior officer of the mess; however, the president may select another member to serve in this demanding position. The success of the evening hinges largely on the imagination and humor of this individual. Essentially a master or mistress of ceremonies and a toastmaster or toastmistress, mister/madam vice keeps the program moving and stimulates table conversation through keen wit and impromptu speaking ability. The vice president also notes and makes special mention of the violations of the rules of the mess and breaches of protocol and etiquette. Traditionally, the vice president sits alone at the back of the dining room facing the president. This position allows him or her to observe the proceedings in order to monitor the flow of the program. Convenience and the physical layout of the club may dictate seating in another location; however, the vice president is never seated near or at the head table. It is essential that mister/madam vice be totally familiar with the customs and traditions of the mess. Duties of the vice president include:

16.10.2.1. Open the lounge at the appointed time.

16.10.2.2. Sound the dinner chimes at the appropriate time.

16.10.2.3. Prepare appropriate toasts as directed by the president. Composition of appropriate poems or witticisms in good taste relating to personalities and (or) organizations present is encouraged.

16.10.2.4. Keep the party moving, and is the last person to leave.

16.10.3. Arrangements Officer. The arrangements officer is directly responsible to the commander for the comprehensive planning of the dining in and for attending to the numerous details required for a successful event. The person selected for this task should be a top planner and supervisor, as the arrangements officer is the architect of the dining in. In small units, a junior officer may be capable of filling this role, but in large units, an officer with more seniority and experience may be a better choice. The arrangements officer must work closely with the president in determining the date and the location, and in identifying and inviting the guest speaker. He or she is also responsible for the menu, seating, decorations, music and entertainment, billing and reservations, invitations, and the agenda. The arrangements officer should not make any final decisions on major aspects of the dining in without consulting the president. Other duties of the arrangements officer include:



16.10.3.1. After the facility has been reserved, establish the correct table and seating arrangement and arrange the necessary name and organization cards. The arrangements officer should consider seating by organization, or by grade.

16.10.3.2. Make sure that flags and any awards are in place before the opening of the lounge, unless posting of the colors is part of the planned ceremony.

16.10.3.3. Arrange for a suitable public address system. Usually this can be furnished by the club.

16.10.3.4. A lighted lectern with microphone should be provided for the convenience of the guest speaker and chaplain.

16.10.3.5. Place dinner chimes at mister or madam vice's location.

16.10.3.6. Make sure that all awards to be presented are on hand.

16.10.3.7. Arrange for a photographer if photographs are desired. Usually this function can be delegated to the public affairs office.

16.10.3.8. Publish a detailed agenda and prepare a recommended guest list. Distribution and content should be determined by the president.

16.10.3.9. Brief the senior Allied military member scheduled to attend on the proper toast to be made to the President of the United States.

16.10.3.10. Reproduce biographical sketches of guests as required.

16.10.3.11. Ensure a hat/coat checker is available.

16.10.3.12. After the dining in prepare letters of appreciation to the guest of honor and others who rendered service for the president's signature.

16.10.4. Mess Officer. The mess officer is an optional player in the dining in/dining out; however, it may be very useful to appoint one. Once the preliminary decisions are made concerning the facilities which will be used for the event, the arrangements officer can delegate some or all of the responsibilities associated with the dining facility to the mess officer as his/her area of responsibility, thus freeing-up the arrangements officer to take care of the "bigger picture" items.

16.10.5. Protocol Officer.

16.10.5.1. Ensure formal invitations to all guests at least four weeks prior to the event.

16.10.5.2. Establish procedures for taking R.s.v.p.'s

16.10.5.3. Make necessary lodging arrangements.

16.10.5.4. Make necessary transportation arrangements.

16.10.5.5. Assist in determining the seating arrangements for the head table.

16.10.5.6. Brief the escort officers on specific protocol requirements relating to the guests.

16.10.5.7. Prior to the event, ensure biographical sketches of guests are distributed to the president, mister/madam vice, and other interested parties.

16.10.5.8. Ensure a parking plan has been established.

16.10.5.9. Assist escort officers as required.

16.10.5.10. Advise and assist on flag arrangements.

16.10.6. Escort Officers. One escort officer should be appointed for each official and personal guest. Duties of the escort officer include:

16.10.6.1. Contact the guest in advance to discuss dress, location, meeting point, and composition of the audience.

16.10.6.2. If the guests are from out of town, meet them at their initial arrival point and arrange for transportation and accommodations during their stay.

16.10.6.3. Meet and escort the guest into the lounge.

16.10.6.4. Brief the guest on the customs, courtesies, and procedures of the dining in.

16.10.6.5. Make sure that the guest is properly introduced to the president of the mess, other guests, the guest speaker, and as many of the members of the mess as possible.

16.10.6.6. Ensure the guest is always in the company of several members of the mess, yet take care that no individual or group monopolizes the guest.

16.10.6.7. Upon the guest's departure, escort the guest to point of departure and bid farewell on behalf of all members of the mess.

16.10.6.8. Brief the guest on customs of the mess, such as when to rise during toasts, proper dress, time, place, agenda, physical arrangements of the mess, other guests, and composition of the audience.

16.10.7. Guest Speaker. The guest speaker's presentation is the traditional highlight of the evening. By custom, the speaker should be distinguished either as a military officer or official of the government. The speaker should be contacted well in advance and advised of the nature of the evening. Arrangements should be made for him/her, and other invited guests, as protocol and custom dictate. When introducing the guests to the mess, leave no doubt in the guests' minds whether they are to acknowledge the introduction to preclude possible embarrassment. Introduction of the guest speaker should avoid remarks too flattering or too lengthy. The speaker's ability will be evident.

**16.11. Planning Considerations.** Start early, three to four months out should be considered a safe time to start. Set a firm date, location, and general action plan. It is a good idea to appoint a planning committee chaired by the arrangements officer.

16.11.1. Committee Membership. The size of the committee generally depends on the magnitude of the function. The people appointed as committee members must be motivated and action oriented. The best approach for appointing committee members is for the arrangements officer to draft a letter for the president's (commander's) signature. Where possible, select committee members who have expertise in the area of their responsibility, such as someone with accounting and finance experience to handle budget matters and billing; the public affairs officer to handle publicity, band and photography, and so forth. Potential committee members include:

16.11.1.1. Recorder.

16.11.1.2. Finance.

16.11.1.3. Invitations and Reservations.

16.11.1.4. Food and Beverage.

## 16.11.1.5. Decorations.

## 16.11.1.6. Publicity.

16.11.2. Date and Location. Selecting a date and location for the dining in should be the committee's first step. Some suggestions on how to do this are discussed below. First, set a tentative date. If you already have a guest speaker in mind, informally check the individual's availability. Make sure the date does not conflict with other military commitments, such as deployments, inspections, or another major base social function. Once a tentative date has been set, choose a tentative location. Location is usually the officers' club for a dining in and dining out. Depending on circumstance, another location may be suitable and should be considered, such as an aircraft hanger for a combat dining in. If preferred location is available, book it immediately. If you must consider off-base sites for the dining in, make sure the prospective caterer is willing and able to meet your requirements. Make sure you understand all provisions of any contract before signing it, as it holds the person signing legally liable. You should be particularly concerned with cancellation clauses and cost factors, such as whether or not quoted prices include tax and gratuity.

16.11.3. Choosing a Guest Speaker. Once a firm date and location have been set, the next task is to invite the guest speaker. Carefully choose the guest speaker. Traditionally, the speaker is a high-ranking military officer or government official. If desired speaker is available, get it on his/her calendar. The arrangements officer usually prepares the letter of invitation for the president's signature. The letter should be coordinated and approved by the appropriate level commander. Include the date and place of the dining in, and describe the audience and other pertinent facts about the occasion. It is appropriate to suggest suitable topics and desired length for the speech. The invitation should be mailed as soon as possible after setting the date. It's a good idea to have an alternate speaker in mind in case the speaker of choice must cancel.

16.11.4. Invitations to Senior Officials. Before sending invitations to senior officials, such as the Secretary of Defense and Principal Deputies, Service Secretaries, and Service Chiefs, including the Chairman of the Joint Chiefs of Staff and other high ranking military and government civilian DVs, please ensure you first coordinate with the appropriate level commander.

16.11.5. Other Invitations. Formal invitations must be sent to all guests, official and personal. They are extended in the name of the president. Usually, invitations are not sent to members of the mess.

16.11.6. Place Cards and "YASA" Cards. Place cards are required only at the head table. For other than the head table, organization identification cards may be used, if that is the seating plan, or a card with the table number. You need only use one card for each table, but they should be uniform in size, color, lettering, and so forth. However, place cards at each setting are becoming more common. When assigned seating is used, it is especially useful to have "YASA" cards with accompanying seating arrangement board to assist members in finding their designated seating. Table numbers should be removed after the mess is assembled and first dinner course is served.

16.11.7. Music. A military band or ensemble is the best choice for music. Schedule the band or one of its elements through the installation public affairs office. If a suitable band cannot be found, consider using a taped program or no music at all. No music is better than inappropriate music.

16.11.8. Menu. The traditional menu consisted of four or five courses, with roast prime rib of beef and Yorkshire pudding. In recent years, the standard dinner at a dining in has been salad, entree, and dessert. While appetizers and soups may be easily added, a larger menu means higher costs and por-

tions of large meals often go uneaten. Moreover, large portions of soups, appetizers, and salads may satisfy the appetite instead of sharpening it.

16.11.9. Wine. Wine is an integral part of the dining in. It not only adds to the meal for many people, but it is used for toasting. The wine should be served in carafes that can be served by waiters or waitresses or simply placed on the table where they are passed around, from left to right (counterclockwise). An alternative non-alcoholic beverage should be made available for those who do not wish to drink wine, with refills readily available.

16.11.10. Seating. The typical table arrangement for a dining in is the single, straight banquet style; however, T, U, or modified E formation can be used. Ease of passage and space between place settings should be considered when deciding on specific arrangements. The table at which mister/madam vice will be seated should be at the opposite end of the banquet hall directly facing the president. This arrangement permits the president and mister/madam vice to face each other when speaking. Head table seating is strictly according to protocol, with the senior honored guest to the right of the president, the next senior person to the left of the president, and so forth. Usually, the senior honored guest is the guest speaker; however, if this is not the case, it is customary to informally ask the senior honored guest if he or she will cede that position to the guest speaker. It is never proper to seat guests at the ends of a table. Table seating for a dining out becomes more complicated as a man woman-alternating pattern is required within protocol restraints. Spouses are seated in precedence determined by their military member's grade. Spouses are not seated together, nor are two women seated next to each other (you may need to seat two women together to avoid seating a civilian woman at the end of the table). The chaplain sometimes sits on the far left of the president, although it is not necessary for the chaplain to sit at the head table. At a dining out, the guest of honor's wife is seated to the right of the president, and the second-ranking woman to his left. The president's wife is seated to the right of the guest of honor. It is important tables not be crowded, with everyone having plenty of elbow room. Other guests are seated throughout the mess. The members of the mess are seated according to seniority. Organizations should be seated at tables arranged in whatever manner local protocol or custom dictates. Be especially careful to consider the ability of the head table to be able to clearly see all the members of the mess. Do not just consider the mess member's ability to see the head table. As in any event, never have the host with his back to any of the participants. See section on seating for depictions of seating arrangements.

16.11.11. Decorations. Decorations fall into two categories; tables and the dining room/lounge. Table decorations should be limited to floral centerpieces and silver candelabra. Formal organizational decorations may also be appropriate. The silver is provided by the caterer (club) while the centerpieces must be ordered from a florist. Flowers should be ordered at least a week in advance. It is best to set a budget figure and let the florist work around that amount. Dining room and lounge decorations are usually seals, emblems, flags, and colors tastefully displayed. When in doubt, keep the theme of the decorations patriotic, for example, red, white, and blue, flags, and other items of a patriotic nature.

16.11.12. Program. A printed program booklet, although not required, is one of many "finishing touches" that help give a dining in a touch of class. Usually the program is printed in size 5 by 8 inches, and may be printed using in-house facilities or by a commercial printer. Commercial companies often provide a more professional product, but the cost may be prohibitive. With the widespread use of personal computers, it should be quite simple to come up with a quality product. Consideration should be given to dressing up the booklet, such as quality paper stock, graphic art, type size, and variations in typeface. Once a sample has been designed and approved by the president of the mess, have

base reprographic facilities satisfy your printing needs. The cost, method of production, contents of the booklet, and so forth, are best determined by local practice and the commander's preferences. A professional-looking program does add a nice touch, and many people like to keep them as a memento of the occasion. Usually, one booklet is positioned at each place setting. Contents of the program may include:

- 16.11.12.1. Welcome letter from the commander.
  - 16.11.12.2. History of the dining in.
  - 16.11.12.3. Background, tradition, or explanation of locally originated ceremonies held as part of the dining in.
  - 16.11.12.4. Agenda.
  - 16.11.12.5. Schedule of, and proper responses to, toasts.
  - 16.11.12.6. Biography and photograph of the guest speaker.
  - 16.11.12.7. Biography and photograph of the commander.
  - 16.11.12.8. History of the sponsoring organization.
  - 16.11.12.9. Menu.
  - 16.11.12.10. "Rules of the Mess."
  - 16.11.12.11. Words to the Air Force Hymn or Air Force Song.
  - 16.11.12.12. Brief description of awards and recipients.
- 16.11.13. Financial Planning. One of the most critical tasks in planning a successful event is estimating all costs and determining the pro-rata cost to be charged to each member of the mess. Don't forget to make billing arrangements! Here are some hints:
- 16.11.13.1. Recognize that each member of the unit sponsoring the dining in is a host responsible for the evening's success and the impression made on the guests. Military personnel of the unit customarily pay their own way and share the expense of all formally invited guests. The funding status of the personnel outside the sponsoring organization should be clearly designated in the invitation. Wording such as "come join us" connotes a paying member and should be followed with an estimate of the cost. Any wording in the invitation, which states "guest," indicates a formal guest of the sponsoring unit and therefore does not pay. The guest speaker is always a formal guest and does not pay. Recently, there has been a push to help defray the cost of these events so junior enlisted personnel can afford to join in the festivities without incurring financial hardship. Donations from private organizations may be applied to create a reduced cost, multi-tiered price structure applied according to grade. Consult legal before accepting funds from private organizations.
  - 16.11.13.2. An exotic menu, elaborate decorations, engraved invitations, and a fancy program could result in an exorbitant cost to the members of the mess. Remember that the dining in is for the members of the mess, and their desires should be taken into account. If some of the traditional trappings are too expensive, unavailable, or simply not desired, disregard them. With some imagination, create some relatively simple decorations. A simple but moving patriotic ceremony can make a dining in a first-class event without excessive costs. A dining in at reasonable cost to each member is usually more enjoyable than an expensive extravaganza.

16.11.13.3. Once tentative costs are determined, the person charged with handling the finances should develop an operating budget. Knowing what the expenditures are likely to be is necessary for determining the approximate cost to each member.

16.11.13.4. Establish a procedure for collecting and depositing the money. A separate bank account just for the function is advisable. For a large function, it might be best to have key workers within the various elements of the unit. They would be responsible for taking reservations and collecting the money or club card numbers, from their assigned unit, and turning these over to the planning committee.

16.11.14. Bartenders. Ensure you have a sufficient number of bartenders during the cocktail hour. One solution to eliminating a long bar line is to start the evening with extra bartenders at each bar. However, this may increase the cost because a bartender usually cannot be hired for only one hour in the evening. Discuss options with club management or the caterer. Rule of thumb on number of bars required:

16.11.14.1. 1-50 people: 1 bar

16.11.14.2. 51-100 people: 2 bars

16.11.14.3. 100-500 people: 3 or more bars

16.11.14.4. Bartenders should make sure that ample supplies of non-alcoholic beverages are available at each bar.

16.11.15. Chaplain. Remember to invite a chaplain to give the invocation. The chaplain usually is seated at the head table, but it is not required. If one is not available, it is permissible for a member of the mess to give the invocation.

16.11.16. Photography. The photographer should be briefed beforehand and given the agenda for the evening's events. List the specific photographs desired, and clarify your requirements for photographs. The photographer should not detract from ceremonies or activities. If necessary, stage photos before or after the event. You may want to make arrangements for a private professional photographer for personal photographs of the members of the mess. This is especially applicable before a dining out where couples may wish to have photos taken of them "all dressed up" commemorating the event.

16.11.17. Memento for the Speaker. If you are going to present the guest speaker a memento, it should be of nominal value. A plaque commemorating the occasion or the gavel used by the president of the mess is acceptable.

16.11.18. Site Inspection. The site for the dining in should be checked thoroughly on the day of the event. Every committee member should be involved in the site inspection. Many little details will probably need to be modified or corrected.

## **16.12. Conducting the Dining in.**

16.12.1. Conduct and Courtesies. Members are encouraged to enjoy themselves to the fullest in an atmosphere of good cheer; however, as in all gatherings of military personnel, moderation is the key to enjoyment. All members are urged to meet as many guests as time permits without monopolizing the time of any one guest. This sequence of events takes you step-by-step through the dining in, from arrival to adjournment.

16.12.2. Cocktails. Each member of the mess should arrive in the lounge within 10 minutes of opening time. Members should never arrive after the senior honored guest. The cocktail period usually lasts between 30 and 60 minutes. This time is intended to allow members to assemble before dinner, and to meet the guests. It is not an "attitude adjustment" period. Escort officers should never leave guests unattended, and members should rotate between guests to ensure the conversation remains stimulating. The cocktail period does not lend itself to heavy hors d'oeuvres; however, light snacks such as nuts, chips, and pretzels may be strategically located throughout the lounge. Background music is appropriate. It should be soft, classical, or semi-classical; either recorded or live.

16.12.3. Assembling for Dinner. At the end of the cocktail period, mister/madam vice sounds the dinner chime and directs the mess to proceed to the dining room. Members and guests assigned to the head table remain in the lounge or assemble in an anteroom. All others should proceed in an orderly fashion to their assigned seats and stand quietly behind their chairs. By tradition, drinks and lighted smoking materials are never taken into the dining room. There seems to be a number of ways the head table participants can enter the dining area. Depending on the set-up and the circumstances of the arrival of the head table, you need to pick one of these methods. Present the options to the President and choose one.

16.12.3.1. Have the president and guest of honor enter first with the president on the left and the honored guest on his/her right. Continue with the next ranking individual on the left and next ranking official guest on his/her right-hand and so forth.

16.12.3.2. Have head table members file in to the dining area in the order that they are to be seated at the table, far end of the platform from entrance steps first, then those seated closest to the platform steps last. This order especially makes sense when the platform the head table is placed on is narrow and does not allow members room to pass behind one another while taking their place at the table.

16.12.3.3. Have the president and guest of honor enter the mess last after everyone is assembled.

16.12.3.4. Once the head table is in place, "Ruffles and Flourishes" and the "General's March" are played as appropriate if the senior member is a general officer. During the playing of ruffles and flourishes, all members of the mess should stand at attention.

16.12.4. Calling the Mess to Order. Immediately following the sounding of "Ruffles and Flourishes," the president raps the gavel once to call the mess to order. The president should then direct the color guard to post the colors. The color guard marches into the dining room and posts the colors. The National Anthem is then played or sung. If the colors are in place, or there is no color guard, the "National Anthem" is played or sung immediately following the president's call to order. A bugler may sound "To the Colors" instead of the "National Anthem." The manner in which the colors are posted, and the playing of the "National Anthem" can set the tone for the entire evening. A darkened room with a spotlight on the flag as it is carried into the room, and a soloist singing the "National Anthem" with no background music can be a dramatic and moving event for all participants. Drama can also be taken too far, so keep it simple. Following the "National Anthem," the color guard departs the room. Since protocol does not require that the colors, once posted, must be retired, some commanders elect to dismiss the color guard at this time. After the color guard departs, the president asks the chaplain or an appointed member of the mess to deliver the invocation. After the invocation, the members of the mess and guest remain standing as the next order of business is toasting.

16.12.5. Wine Pouring Ceremony. Usually, wineglasses are already filled; but if a wine pouring ceremony is observed, members of the mess and guests will be seated immediately following the invocation. The president removes the stopper from the decanter placed before him/her and the senior officer at each table does likewise, following the president's lead. Decanters are passed from hand to hand to the right, with each member filling his or her glass. Decanters never touch the table until all glasses have been filled and the president replaces the stopper and places the decanter on the table. Club service personnel should be ready to replace decanters as they are emptied, and to fill wine goblets with an appropriate non-alcoholic beverage for those who prefer not to drink wine. According to the traditions of Commonwealth nations, only port wine is used for toasting, and another wine is used as the dinner wine. The choice of wines is the commander's prerogative. When all glasses have been charged, with either wine or non-alcoholic beverage, and the president has replaced the decanter on the table, all members of the mess and guests rise for the toasts.

16.12.6. Other Ceremonies. There are other ceremonies that may be used instead of, or in conjunction with, the opening ceremony. A sword ceremony has been successfully used by some commands. In this ceremony, a sheathed sword is brought to the president. The president then removes the sword from its scabbard and places it on the table. This symbolizes that the dining in is a time when warriors are to lay aside their arms and enjoy the fellowship and camaraderie of their companions. While this ceremony also requires drama and class, too many ceremonies, or ceremonies poorly done, will detract from the success of the evening. It is best to keep them simple, well-rehearsed, and no more than one or two, to keep the evening's events on schedule.

16.12.7. Toasting. In addition to general rules, covered in [Chapter 15](#), the following apply specifically to a dining in or dining out.

16.12.7.1. Informal toasts are an important part of the occasion. They should be humorous, but in good taste. It may be advisable to "plant" some impromptu toasts to set the tone of the evening.

16.12.7.2. After the welcoming remarks, the president introduces the head table, and mister/madam vice proposes a toast, "To our honored guests." The guests respond, "Here, Here."

16.12.7.3. Normally, toasts should be planned and approved in advance by the president. To avoid confusion, the toasts and responses should be printed in the dining in program booklets placed at the tables. However, at any time after the toast to the Chief of Staff, a member may ask to be recognized by saying, "mister/madam vice, I have a point of order." mister/madam vice recognizes the member by saying, "Sir/Madam, state your point of order." The member will, in a polite and forthright manner, advise the president that the toast required by courtesy or protocol has not been proposed. The president then requests the member who has the floor to propose the toast or ask mister/madam vice to propose the appropriate toast. (This is an opportune time for the president of the mess to explain the POW/MIA table and propose his last toast ("One more roll") before his/her opening remarks. It is a good transition into the opening remarks of the evening.)

16.12.8. President's Opening Remarks. Besides setting the tone for the evening, the president's remarks provide the opportunity to officially welcome guests. After the head table is introduced, the president should either personally introduce the remaining guests or poll the escort officers. When all guests have been recognized, mister/madam vice proposes a toast to the guests. Members of the mess stand, guests remain seated. The response to this and all future toasts is, "Hear, Hear!" The president then seats the mess and invites the members to eat. The first course may be placed on the table while the mess assembles in the cocktail lounge. However, soup should be hot (or cold) and salad should not



be wilted. Consider the capabilities of the club and the desires of the president. Courses are always served to the head table first. At other tables, the highest-ranking persons are served first. Although this means junior members are served last, mister/madam vice should be served immediately after the head table. Toasts requested by the mess during dinner and related activities will take up so much of the vice president's time that he/she simply won't have a chance to eat unless served early. The president always has the option to limit toasts in order to keep the evening on schedule or to permit members to eat uninterrupted. Before serving the entree, the president may wish to add some humor to the meal by asking mister/madam vice to sample the meal to make sure it is fit for consumption by members of the mess. The vice president may compose an ode or poem to the meal. There are numerous variations that are best left to the imagination of the planning committee and the dictates of the president.

16.12.9. Recess. At the time scheduled for recess, the president raps the gavel three times to gain attention. When the mess is silent, the president raps twice and announces a short recess so the dishes may be cleared and dessert served. Members stand by their places until the head table departs. Everyone then proceeds to the cocktail lounge where the bars have reopened.

16.12.10. Reconvening the Mess. At the end of the recess, mister/madam vice sounds the dinner chimes and directs everyone to proceed to the dining room. Traditionally, lighted smoking materials and drinks should not be brought into the dining room following the recess. When members reach their places, they stand directly behind their chairs. The president then leads the head table party into the dining room. The president then seats the mess with one rap of the gavel. Coffee and tea are immediately served and dessert is eaten.

16.12.11. Awards. Recognition or awards ceremony, as applicable. If individual or unit achievements are recognized, an appropriate ceremony is arranged. The ceremony takes place during the formal portion. A toast to those recognized is appropriate. A convenient time is immediately preceding the guest of honor's speech. Under no circumstances should any ceremony follow directly after the guest speaker's speech, which should be the highlight of the dining in.

16.12.12. Guest Speaker's Address. After recognition and awards, and any scheduled entertainment, the president introduces the guest speaker. The speaker's address typically lasts 15 to 20 minutes and should be of a patriotic or entertaining nature. After thanking the speaker for his or her time and thoughts, the president presents a memento to the speaker. The president then asks the vice president to propose an appropriate toast to the guest speaker. mister/madam vice proposes a toast, "To our guest of honor."

16.12.13. Closing the Mess. After the toast to the guest speaker, the president should recognize those who organized the dining in and thank mister/madam vice. If desired, the colors may then be retired by the color guard. The president encourages everyone to stay and enjoy themselves, if post-dinner entertainment is planned, and then adjourns the mess with two raps of the gavel. After the mess is adjourned, members should remain at the dining in until the guest of honor and the president have left. If there is to be an extensive delay in leaving, the president may allow members to leave at their discretion. Some unobtrusive signal, such as casing the unit flag, would be an appropriate means of notifying members the evening's activity is over. Traditionally, mister/madam vice is the last member to leave the dining in.

16.12.14. Post Dinner Entertainment. Today, some dinings-in are exercises in decorum. In others, the old, lively pattern of flying units is still followed and adjournment is just a signal for the vice president

to open the informal part of the program. Since post dinner entertainment depends upon the imagination of the sponsoring unit, the arrangements officer and the vice president must work within the guidelines set by the president. At the close of a dining out, an orchestra, band, or DJ for dancing may be appropriate entertainment.

#### 16.12.15. The Grog Bowl.

16.12.15.1. The grog bowl is an "accessory" traditional to a dining in, although it is not required. However, without a "grog bowl," some other means of punishment for infractions should be considered.

16.12.15.2. The contents of the grog bowl are best left to the imagination of the planning committee. The contents should be non-alcoholic as to not dampen the spirits and participation of those individuals who, for religious or personal reasons, do not consume alcoholic beverages. It is permissible to have two grog bowls, one alcoholic and one non-alcoholic.

16.12.15.3. Some organizations have successfully used a grog mixing ceremony where the contents of the grog are combined along with a humorous narrative by mister/madam vice.

16.12.15.4. Certain members of the mess seem to be frequent violators, such as mister/madam vice. It is not uncommon for the president and the guest speaker to be charged with at least one violation. If the president must leave his/her position at the head table, he/she must appoint another individual to assume his/her position.

16.12.15.5. The arrangement officer or mister/madam vice, should fully brief the president on the rules beforehand (refresh his memory) and work between you the "rules of engagement" to keep this portion of the program from getting out of hand.

16.12.15.6. Infractions warranting a trip to the grog bowl may be noted at any time by the president, vice president, or any member of the mess. Members bring infractions to the attention of the president by raising a point of order. If the validity of the charge is questioned, members vote by tapping their spoons on the table.

16.12.15.7. When the president directs a violator to the grog bowl, the individual proceeds to the bowl promptly. The bowl is usually located on mister/madam vice's table. Upon arriving at the "grog bowl," the violator does the following:

16.12.15.7.1. Does an about face and salutes the president.

16.12.15.7.2. Turns to the bowl and fills the cup.

16.12.15.7.3. Does another about face and toasts the mess.

16.12.15.7.4. Drains the contents of the cup without removing it from the lips, then places it inverted on his/her head signifying it is empty.

16.12.15.7.5. Replaces the cup, again salutes the president, and returns to his/her seat. With the exception of the toast, "To the Mess," the violator is not permitted to speak during this process.

16.12.15.8. At various points during the evening, a member may be sent to the grog bowl as punishment for violating the rules of the mess. The formal rules are stated in the next section; however, here are some examples of common violations of protocol warranting a trip to the grog bowl.

16.12.15.9. Common Violations of Protocol Warranting a Trip to the Grog Bowl.

- 16.12.15.9.1. Arriving late at the cocktail lounge.
- 16.12.15.9.2. Carrying drinks into the dining room.
- 16.12.15.9.3. Wearing the cummerbund inverted.
- 16.12.15.9.4. Wearing an ill-fitting or discolored mess jacket.
- 16.12.15.9.5. Wearing clip-on bow tie at an obvious angle.
- 16.12.15.9.6. Wearing non-issue suspenders.
- 16.12.15.9.7. Toasting with an uncharged glass.
- 16.12.15.9.8. Improper toasting procedure.
- 16.12.15.9.9. Starting a course before the president.
- 16.12.15.9.10. Applauding a particularly witty, sarcastic, or succinct toast (unless following the example of the president).
- 16.12.15.9.11. Loud and obtrusive remarks
- 16.12.15.9.12. Discussing business, referred to as "opening the hangar doors."
- 16.12.15.9.13. Leaving the dining area without permission from the president.
- 16.12.15.9.14. Talking while another person has the floor.
- 16.12.15.9.15. Quibbling.
- 16.12.15.9.16. Hagglng over date of rank.
- 16.12.15.9.17. Using foul language.

**16.13. Rules of the Mess.** The following is a list of rules under which the mess will be conducted. They are designed to conform to tradition and promote levity. Violators of these rules are subject to the wrath and mischievousness of mister/madam vice. All assigned penalties will be carried out before the membership.

- 16.13.1. Thou shalt arrive within 10 minutes of the appointed hour.
- 16.13.2. Thou shalt make every effort to meet all guests.
- 16.13.3. Thou shalt move to the mess when thee hears the chimes and remain standing until seated by the president.
- 16.13.4. Thou shalt not bring cocktails or lighted smoking material into the mess.
- 16.13.5. Thou shalt not leave the mess whilst convened. Military protocol overrides all calls of nature.
- 16.13.6. Thou shalt participate in all toasts unless thyself or thy group is honored with a toast.
- 16.13.7. Thou shalt ensure that thy glass is always charged when toasting.
- 16.13.8. Thou shalt keep toasts and comments within the limits of good taste and mutual respect. Degrading or insulting remarks will be frowned upon by the membership. However, good natured needling is encouraged.

- 16.13.9. Thou shalt not murder the Queen's English.
- 16.13.10. Thou shalt not open the hangar doors.
- 16.13.11. Thou shalt always use the proper toasting procedure.
- 16.13.12. Thou shalt fall into disrepute with thy peers if the pleats of thy cummerbund are not properly faced.
- 16.13.13. Thou shalt also be painfully regarded if thy clip-on bow tie rides at an obvious list. Thou shalt be forgiven; however, it thee also ride at a comparable list.
- 16.13.14. Thou shalt consume thy meal in a manner becoming gentlepersons.
- 16.13.15. Thou shalt not laugh at ridiculously funny comments unless the president first shows approval by laughing.
- 16.13.16. Thou shalt express thy approval by tapping thy spoon on the table. Clapping of thy hands will not be tolerated.
- 16.13.17. Thou shalt not question the decisions of the president.
- 16.13.18. When the mess adjourns, thou shalt rise and wait for the president and head table guests to leave.
- 16.13.19. Thou shalt enjoy thyself to thy fullest.

**16.14. A Final Word.** A dining in or dining out is designed so that members of an organization can have a good time together as a unit. Various forms of skits or entertainment may also be included to add to the evening. The decorations, ceremony, humor, and wit should be done in such a manner as to make the evening a memorable event. Two cautions should be noted: first, don't go overboard with expenses. A good time does not have to be excessively costly. Second, prepare an agenda and stick to the schedule. Too many skits, entertainment, patriotic programs, and so forth, can make the evening drag on and the membership will likely remember the length of the evening rather than its success. If the mess is formally opened at 1930 and the guest speaker begins his speech at 2330, most members will be more attentive to their watches than to the guest's presentation. The formal portion of the evening should be well-planned, kept religiously on schedule, and not be excessively lengthy. A formal program that lasts between 2 and 2 1/2 hours is ideal, and allows sufficient time for informal entertainment.

#### **16.15. Expanded History of the Dining In.**

16.15.1. Many of our customs, traditions, and procedures are traceable to the earliest warriors. The dining in is one such military tradition that has its roots in the shadows of antiquity. The pre-Christian Roman Legions probably began the dining in tradition. Roman military commanders frequently held great banquets to honor individuals and military units. These gatherings were victory celebrations where past feats were remembered and booty of recent conquests paraded. The second century Viking war lords stylized the format of the victory feast. With the exception of the lookout, or watch, the entire clan attended these celebrations. Feats of strength and skill were performed to entertain the members and guests. The leader took his place at the head of the table, with all others to his right and left in descending order of rank.

16.15.2. The dining in custom was transplanted to ancient England by Roman and Viking warriors, and King Arthur's Knights of the Round Table practiced a form of dining in during the sixth century.

The tradition eventually spread to non-military groups, such as the Saxon nobles of the tenth century and the medieval monasteries. The monks, who followed a more rigid regimen, had their form of dining in as an integral part of monastic life. The clergy spread the custom to the academies and universities. The British officer corps, with many graduates of these centers of learning, carried the tradition back to military units. The dining in became increasingly formalized after the first officers' mess was established. It is said that in early 1800s, when England was the reigning power in India, it was an English army post where the dining in received renewed impetus.

16.15.3. The commander of this Indian outpost had officers under his command who lived on the post, had their own mess hall, but were never around for dinner. Since the local area was more interesting than the post officers' mess, the post commander found himself eating alone many nights. To bring the officers back to the mess and to create camaraderie, the post commander instituted a program whereby all officers would not only dine at least once a month in the mess, but they would dine in full military ceremony.

16.15.4. Many early American customs and traditions were British in origin and the military was no exception. British Army and Navy units deployed to the wilderness of America brought with them the social customs and traditions of their service. Included was the formal military dinner referred to as guest night. This pleasant custom provided an opportunity for officers to gather for an evening of good food, drinking, and fellowship. In establishing an independent nation, America's founders borrowed much of the military structure of their adversary, including social customs. The popularity and growth of the tradition in the United States parallels its popularity and growth in Great Britain and the Commonwealth nations, particularly Canada and Australia.

16.15.5. British naval, land, and air units are still active enthusiasts of the dining in. In fact, many units reportedly hold at least one such function monthly. Some British messes still call the occasion guest night, while others refer to it as dining in night or band night. Regardless of what the present-day custom may be called, the ceremony and protocol that evolved have remained remarkably similar throughout the British armed forces.

16.15.6. As previously mentioned, the United States' dining in tradition was borrowed from the English by George Washington's Continentals. Despite the colonists' aversion to anything suggesting the Redcoat, Continental naval and army officers must have fully realized the value of these occasions in the promotion of pride of service, high morale, and loyalty.

16.15.7. In the pioneer era of military aviation, the late General H. H. "Hap" Arnold is reported to have held famous parties called Wing-Dings at March Field in 1933, inaugurating the first of these occasions.

16.15.8. The long association of U.S. Army Air Force officers with the British during World War II surely stimulated increased American interest in the dining in custom. At Royal Air Force stations throughout Great Britain during World War II, the officers' mess was as popular with Army Air Force officers as it had been with the British for nearly a century and a half. As a place to seek leisure in off-duty hours, the officers' mess allowed high spirits and practical joking to be unleashed without restraint. Through close association with British officers, the dining in increased in popularity among Army Air Force officers.

16.15.9. But while the association of British and American officers during World War II brought the format and protocol of the Army Air Force dining in custom more in line with the English tradition, the war years also proved to be the high point of dining in popularity. In fact, Air Force dinings in

steadily declined in frequency until the late 1950s. The decline may have been caused by postwar demobilization, transition of the Army Air Force to the U.S. Air Force, the occupation and reconstruction of Germany and Japan, the Korean War, the deep economic recession following Korea, and other factors diverting attention from military social functions. There was a conscious effort to rejuvenate the USAF dining in tradition beginning in 1958.

16.15.10. Fortunately, despite the obstacles of the twentieth century, the tradition of dining in has not died. Veterans of the old days remember and revive the tradition at every opportunity. They recognize the important role these occasions play in preserving the traditions of the Air Force service.

16.15.11. While the dining in tradition was slowly accepted by American military officers, it is a popular tradition today. The Navy and Air Force call this social affair the dining in. The Marine Corps and the Coast Guard refer to it as mess night; the Army refers to it as the regimental dinner.

#### **16.16. Adopted Forms.**

16.16.1. DD Form 2768, Military Air Passenger/Cargo Request.

16.16.2. AF Form 833, Multimedia Work Order.

16.16.3. AF Form 847, Recommendation for Change of Publication.

ROGER A. BRADY, Lieutenant General, USAF  
DCS, Manpower and Personnel

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

United States Code, Title 10, *The Armed Forces*.

United States Code, Title 4, chapter 1, *The Flag and Seal, Seat of Government and the States of the United States*.

United States Code, Title 36, Subtitle 1, Part A, chapters 1 and 3, *Patriotic and National Observances and Organizations*.

DoDD 1005.6, *Display of National Flag at Half-Staff*

DoDD 1005.8, *Order of Precedence of Members of Armed Forces of the United States When in Formations*

DoDD 1005.10, *Table of Honors for Civilian and Military Officials of the Department of Defense*

DoDD 5500.7-R, *Standards of Conduct*

Department of Defense (DoD) Order of Precedence Memorandum

Joint Ethics Regulation

AFI 13-202, *Overdue Aircraft*

AFI 13-213, *Airfield Management*

AFMAN 23-110, *USAF Supply Manual*

AFI 24-101, *Passenger Movement*

AFI 24-301, *Vehicle Operations*

AFI 34-201, *Use of Nonappropriated Funds (NAFs)*

AFI 34-242, *Mortuary Affairs Program*

AFPD 34-12, *Air Force Protocol*

AFI 36-2803, *Air Force Awards and Decorations Program*

AFMAN 36-2203, *Drill and Ceremonies*

AFI 36-3203, *Service Retirements*

AFMAN 37-123, (will become AFMAN 33-363) *Management of Records*

AFI 51-604, *Appointment to and Assumption of Command*

AFI 65-601V1, *Budget Guidance and Procedures*

AFI 65-603, *Official Representation Funds-Guidance and Procedures*

AFI 84-105, *Organizational Lineage, Honors, and Heraldry*

AFOSH Std 91-100, *Aircraft Flight Line Operations and Ground Operations and Activities*

OPNAV Instruction 1710.7A, *Department of the Navy Social Usage and Protocol Handbook*

AR 600-25, *Salutes, Honors and Visits of Courtesy*

DA PAM 600-60, *Guide to Protocol and Etiquette for Official Entertainment*

*Protocol, The Complete Handbook of Diplomatic, Official and Social Usage* by McCaffree, Innis and Sand.

*Service Etiquette* by Oretha D. Swartz

*Military Customs and Traditions* by Major Mark M. Boatner III, (1956)

*Naval Ceremonies, Customs and Traditions* by VADM William P. Mack and LCDR Royal W. Connell (1980)

*USAFA Cadet Decorum Handbook* (circa 1986)

*Contrails 1993-1994*, United States Air Force Academy

*The Air Force Basic Trainee Handbook*, (1992)

The 43rd Tactical Fighter Squadron's Song Book "Bawdy Ballads, Tasteless Toasts, Meaningless Miscellaneous" (circa 1982).

**NOTE:** For additional information and tools (checklists, guides, templates, etc.) refer to Protocol section of the Air Force Services Agency web site at <https://www-r.afsv.af.mil/ILV/protocol/>.

### ***Abbreviations and Acronyms***

**AFPC**—Air Force Personnel Center

**AFSVA**—Air Force Services Agency

**ATOC**—Air Transportation Operations Center

**DRU**—Direct Reporting Unit

**DSN**—Defense Switch Network

**DV**—Distinguished Visitor

**ECP**—Entry Control Point

**FOA**—Field Operating Agency

**FOD**—Foreign Object Damage

**MAJCOM**—Major Command

**NAF**—Nonappropriated Fund(s)

**O&M**—Operations and Maintenance

**OOD**—Officer of the Deck

**ORF**—Official Representation Funds

**OSI**—Office of Special Investigations

**PAX**—Passenger



**RHIP**—Rank Hath/Has Its Privileges

**SecAF**—Secretary of the Air Force

**SecDef**—Secretary of Defense

**SM&W**—Special Morale and Welfare

**STU**—Secure Telephone Unit

**TA**—Transient Alert

**YASA**—You Are Seated At

***Terms***

**Official Function**—Any ceremony or event where senior members are operating in an official capacity with members under their command or as a host to outside members. This includes, but is not limited to, official meetings and conferences, official promotions, reenlistment and retirement ceremonies, changes of command and reorganization events, and funerals. Not all official functions are mandatory nor are they all authorized official funding. Consult the appropriate funding AFIs to determine if funding is authorized for a specific event.

**Official Social Function**—An event where senior Air Force members or senior civilian personnel are operating in an official capacity commensurate with their position to build or reinforce relationships with counterparts, government and civic officials, international visitors, or unit members. Not all social functions are mandatory nor are they all authorized official funding. Consult the appropriate funding AFIs to determine if funding is authorized for a specific event.

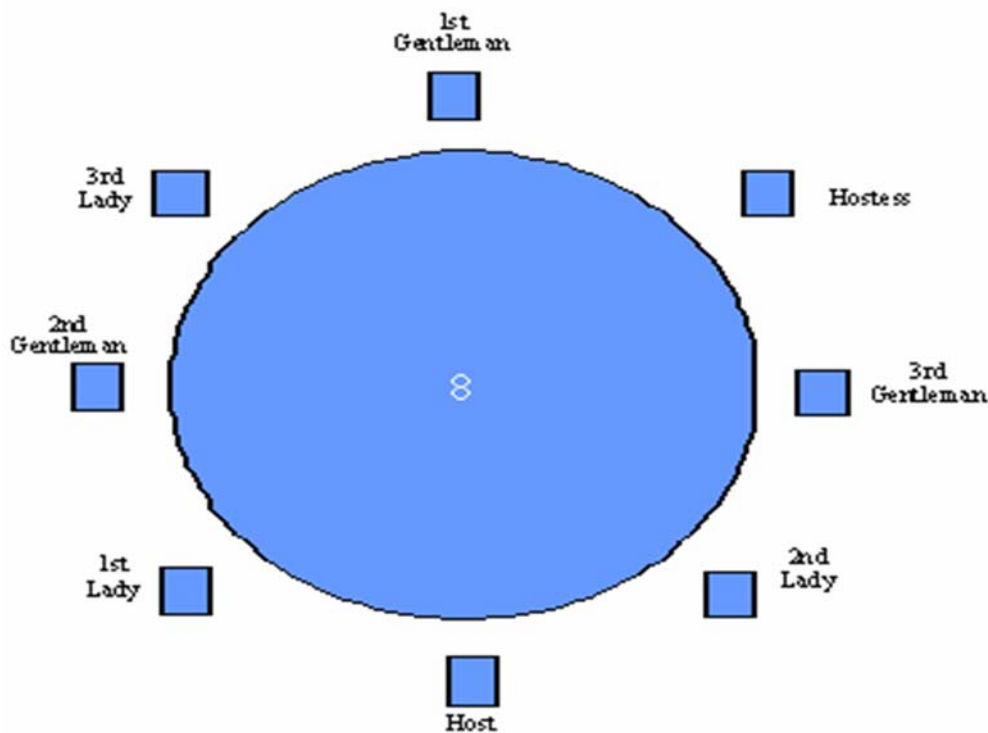
## Attachment 2

## TABLE SEATING ARRANGEMENTS

**Figure A2.1. Mixed Circular Table for Eight – Equal Male and Female**

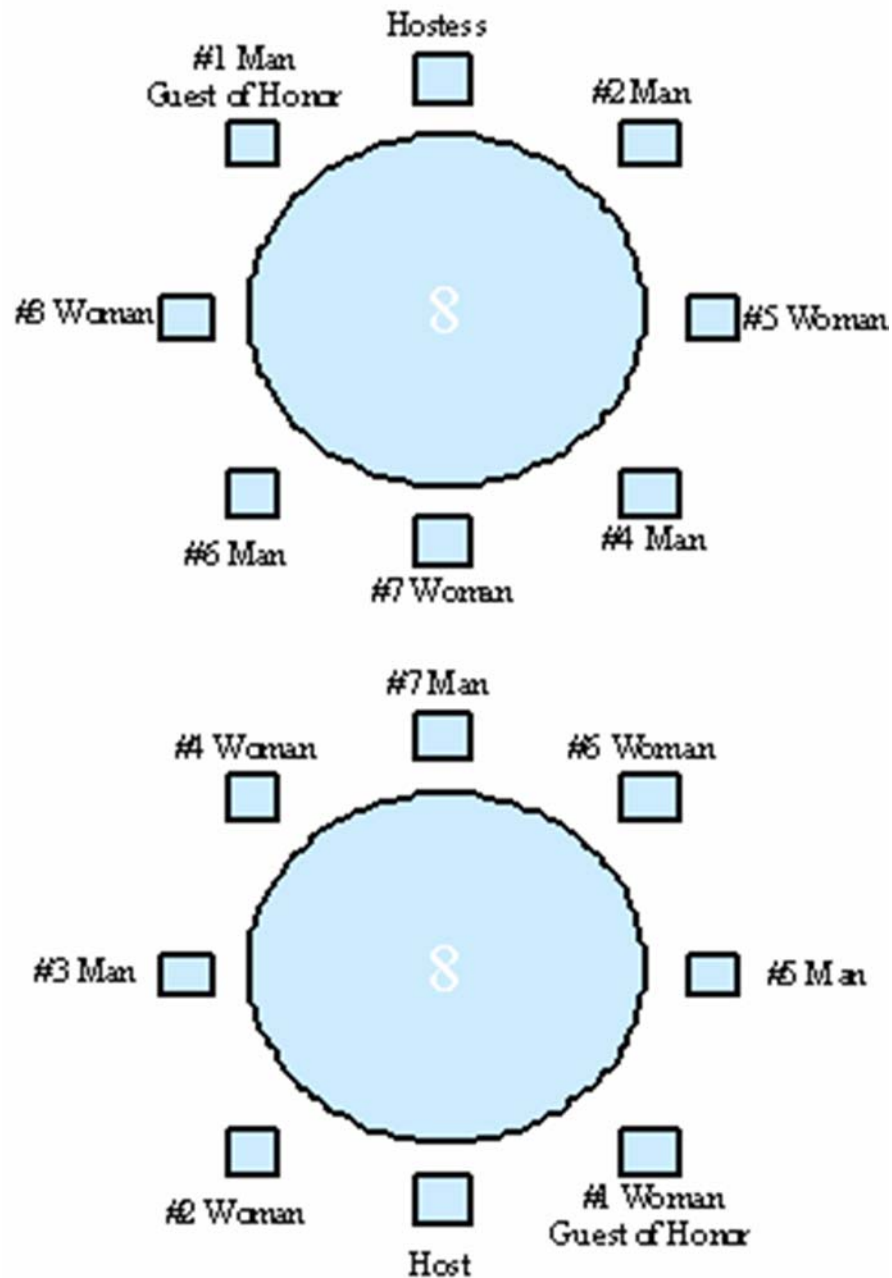
Note: The 1<sup>st</sup> Lady is seated to the left of the host, rather than the traditional seat of honor at the host's right. Seating in this fashion will ensure guests are seated next to the hostess, and prevent side-by-side seating of husbands and wives. Apply this arrangement when table seating is in multiples of four (e.g. 4, 8, 12, 16, etc. places). With the table seating for any number of other than a multiple of four guests, traditional methods apply.

For reasons discussed in the above note, we prefer larger circular tables for 10. However, you do not want to crowd guests, and your club may have only the smaller circular tables, driving you to seat eight at a table.



## TABLE SEATING ARRANGEMENTS (CONT)

Figure A2.2. Circular Tables for Eight – Host and Hostess at Separate Tables



## TABLE SEATING ARRANGEMENTS (CONT)

Figure A2.3. Circular Table for Ten – Four Ladies, Six Gentlemen

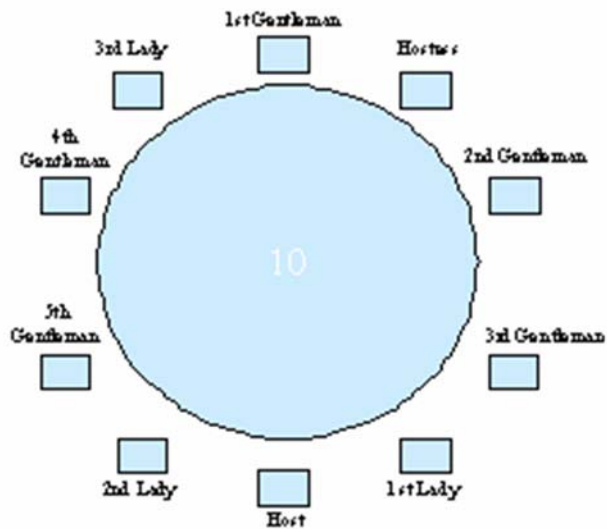


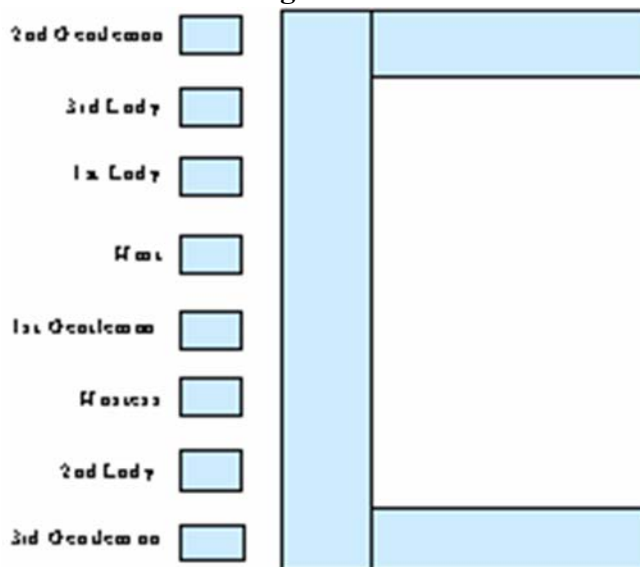
Figure A2.4. Head Banquet Table for Eight – Four Ladies, Four Gentlemen



**NOTE:** Traditional Seating convention was violated in this situation in order to prevent a lady from being seated at the end of the table.

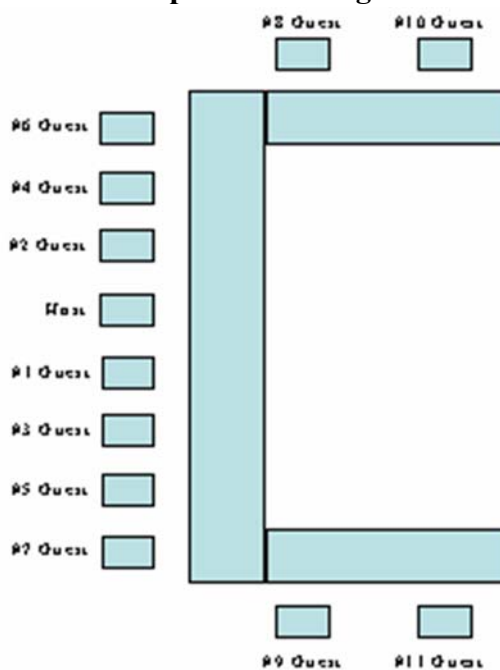
## TABLE SEATING ARRANGEMENTS (CONT)

Figure A2.5. U-Shaped Table – Mixed Seating



**NOTE:** The traditional seating convention was violated in order to prevent a lady from being seated at the end of the table. Seating guests on the inside of the table is not desirable.

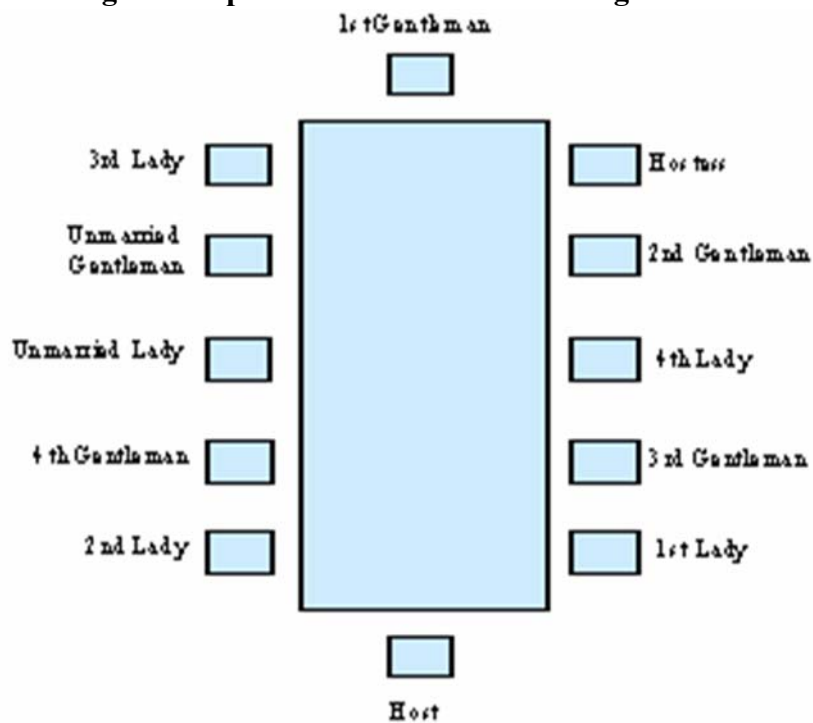
Figure A2.6. U-Shaped Table – Unaccompanied Seating



**NOTE:** This arrangement is sometimes useful for stag events.

## TABLE SEATING ARRANGEMENTS (CONT)

Figure A2.7. Mixed Seating – Multiples of Four Guests Including an Unmarried Couple



**NOTE:** Seat the unmarried couple side-by-side, with the lady to the gentleman's right.

## Attachment 3

## TITLES AND FORMS OF ADDRESS

Table A3.1. TITLES AND FORMS OF ADDRESS

The Secretary of Defense	
Envelope: official	The Honorable Alexander Ryan Smith Secretary of Defense
social	
Secretary's Wife	The Honorable The Secretary of Defense (and Mrs. Smith) Mrs. Alexander Ryan Smith
Salutation	Dear Mr. Secretary (and Mrs. Smith)
Complimentary Close	Respectfully, <i>or</i> Sincerely,
Invitation	The Secretary of Defense (and Mrs. Smith)
Place Card	The Secretary of Defense Mrs. Smith
Introductions	The Secretary of Defense, Mr. Smith (and Mrs. Smith)  <i>or</i> The Honorable Alexander Ryan Smith, Secretary of Defense (and Mrs. Smith)  <i>or</i> Secretary Smith (and Mrs. Smith)
Conversation	Mr. Secretary <i>or</i> ; Mr. Smith, <i>or</i> ; Sir Mrs. Smith

**Table A3.2. TITLES AND FORMS OF ADDRESS**

Service Secretaries*	
Envelope: official	The Honorable Alexander Ryan Smith
social	Secretary of the Air Force ( <i>or</i> Army <i>or</i> Navy)
Secretary's Wife	The Honorable The Secretary of the Air Force (and Mrs. Smith) Mrs. Alexander Ryan Smith
Salutation	Dear Mr. Secretary (and Mrs. Smith)
Complimentary Close	Sincerely,
Invitation	The Secretary of the Air Force (and Mrs. Smith)
Place Card	The Secretary of the Air Force Mrs. Smith
Introductions	The Secretary of the Air Force, Mr. Smith (and Mrs. Smith)  <i>or</i> The Honorable Alexander Ryan Smith, Secretary of the Air Force (and Mrs. Smith)  <i>or</i> Secretary Smith (and Mrs. Smith)
Conversation	Mr. Secretary <i>or</i> ; Mr. Smith

\* Although the Secretaries of the Armed Services are not members of the Cabinet, they are by custom addressed in the same manner as Cabinet officers.



**Table A3.3. TITLES AND FORMS OF ADDRESS**

General, Lieutenant General, Major General, Brigadier General (Air Force, Army, Marine Corps)	
Envelope: official	General* Scott Allen Doe, USAF (position title)
social	General* (and Mrs.) Scott Allen Doe
Salutation	Dear General** (and Mrs.) Doe: <i>or for a woman officer</i> Dear General** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	General** (and Mrs.) Doe <i>or for a woman officer</i> General Doe (and Mr. Doe)
Place Card	General**Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) (full name) (title position)
social	<i>or</i> General*** Doe (and Mrs. (Mr.) Doe)
Conversation	General*** Doe Mrs. (Mr.) Doe

\* *or* Lieutenant General *or* Major General *or* Brigadier General, as appropriate

\*\* For the Army and Air Force: Except for formal invitations, when written, the base rank is used, e.g., General Doe, *not* Major General Doe. The specific rank of Marine officers is customarily used on invitations and place cards as well as salutations.

\*\*\* With the exception of formal introductions, use base rank in conversation, e.g., General Doe, *not* Major General Doe

**Table A3.4. TITLES AND FORMS OF ADDRESS**

Colonel, Lieutenant Colonel, Major, Captain (Air Force, Army, Marine Corps)	
Envelope: official	Colonel* Scott Allen Doe, USAF
social	Colonel* (and Mrs.) Scott Allen Doe
Salutation	Dear Colonel** (and Mrs.) Doe: <i>or for a woman officer</i> Dear Colonel** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	Colonel** (and Mrs.) Doe <i>or for a woman officer</i> Colonel Doe (and Mr. Doe)
Place Card	Colonel**Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) (full name) (title position) <i>or</i>
social	Colonel*** Doe (and Mrs. (Mr.) Doe)
Conversation	Colonel*** Doe Mrs. (Mr.) Doe

\* *or* Lieutenant Colonel *or* Major *or* Captain, as appropriate

\*\* For the Army and Air Force: Except for formal invitations, when written, the base rank is used, e.g., Colonel Doe, *not* Lieutenant Colonel Doe. The specific rank of Marine officers is customarily used on invitations and place cards as well as salutations.

\*\*\* With the exception of formal introductions, use base rank in conversation, e.g., Colonel Doe, *not* Lieutenant Colonel Doe

**Table A3.5. TITLES AND FORMS OF ADDRESS**

First Lieutenant, Second Lieutenant (Air Force, Army, Marine Corps)	
Envelope: official	First Lieutenant* Scott Doe, USAF
social	First Lieutenant* (and Mrs.) Scott Doe
Salutation	Dear Lieutenant** (and Mrs.) Doe: <i>or for a woman officer</i> Dear Lieutenant** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	Lieutenant** (and Mrs.) Doe
Place Card	Lieutenant**Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) (full name) (title position)
social	<i>or</i> Lieutenant*** Doe (and Mrs. (Mr.) Doe)
Conversation	Lieutenant*** Doe Mrs. (Mr.) Doe

\* *or* Second Lieutenant as appropriate

\*\* For the Army and Air Force: Except for formal invitations, when written, the base rank is used, e.g., Lieutenant Doe, *not* First Lieutenant Doe. The specific rank of Marine officers is customarily used on invitations and place cards as well as salutations.

\*\*\* With the exception of formal introductions, use base rank in conversation, e.g., Lieutenant Doe, *not* First Lieutenant Doe

**Table A3.6. TITLES AND FORMS OF ADDRESS**

Noncommissioned Officers (Air Force, Army, Marine Corps)	
Envelope: official	Full rank Scott A. Doe, USAF*
social	Full rank* (and Mrs.) Scott A. Doe
Salutation	Dear Sergeant** (and Mrs.) Doe: <i>or for a woman NCO</i> Dear Sergeant** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	Full rank** (and Mrs.) Doe
Place Card	Sergeant**Doe Mrs. (Mr.) Doe
Introductions	(Full rank) Doe and (Mrs. (Mr.) Doe)
Conversation	Base Rank*** Doe Mrs. (Mr.) Doe

\* Use the full rank in the address element

\*\* For the Army and Air Force: In salutations and place cards, the base rank is used, e.g., Sergeant Doe, *not* Staff Sergeant Doe. The specific rank of Marine Noncommissioned officers is customarily used on invitations and place cards as well as salutations.

\*\*\* In conversation use Chief as appropriate

**Table A3.7. TITLES AND FORMS OF ADDRESS**

Senior Airman, Airman First Class, Airman, Airman Basic (USAF)	
Envelope	Senior Airman* Scott A. Doe Senior Airman* (and Mrs.) Scott Allen Doe
Salutation	Dear Airman** (and Mrs.) Doe:
Complimentary Close	Sincerely,
Invitation	Senior Airman** (and Mrs.) Doe
Place Card	Airman**Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) Doe (and Mrs. (Mr.) Doe)
social	Airman Doe (and Mrs. (Mr.) Doe)
Conversation	Airman Doe Mrs. (Mr.) Doe

\* *or* Airman First Class *or* Airman *or* Airman Basic, as appropriate

\*\* In salutations and place cards, the base rank is used, e.g., Airman Doe, *not* Senior Airman Doe

\*\*\* With the exception of formal introductions, use base rank in conversation, e.g., Airman Doe, *not* Airman First Class Doe

**Table A3.8. TITLES AND FORMS OF ADDRESS**

Retired Officer (Air Force, Army, Marine Corps)	
Envelope: official	(full rank) Scott A. Doe, USAF*
social	(full rank) (and Mrs.) Scott A. Doe
Salutation	Dear Base Rank** (and Mrs.) Doe: <i>or for a woman officer</i> Dear Base Rank** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	General** (and Mrs.) Doe
Place Card	General**Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) (full name) (title position) <i>or</i>
social	General*** Doe (and Mrs. (Mr.) Doe)
Conversation	General*** Doe Mrs. (Mr.) Doe

\* or USA or USMC as appropriate.

\*\* For the Army and Air Force: In salutations and place cards, the base rank is used, e.g., General Doe, *not* Major General Doe. The specific rank of Marine officers is customarily used on invitations and place cards as well as salutations.

\*\*\* With the exception of formal introductions, use base rank in conversation, e.g., General Doe, *not* Major General Doe

**Table A3.9. TITLES AND FORMS OF ADDRESS**

Admiral, Vice Admiral, Rear Admiral* (Navy, Coast Guard)	
Envelope: official	Admiral* Scott Allen Doe, USN (position title)
social	Admiral* (and Mrs.) Scott Allen Doe
Salutation	Dear Admiral* (and Mrs.) Doe: <i>or for a woman officer</i> Dear Admiral** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	Admiral* (and Mrs.) Doe
Place Card	Admiral* Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) (full name) (title position) <i>or</i>
social	Admiral* Doe (and Mrs. (Mr.) Doe)
Conversation	Admiral** Doe Mrs. (Mr.) Doe

\* *or* Vice Admiral *or* Rear Admiral, as appropriate. The specific rank of naval officers is customarily used on invitations and place cards as well as on envelopes

\*\* With the exception of formal introductions, use base rank in conversation, e.g., Admiral Doe, *not* Vice Admiral Doe

**Table A3.10. TITLES AND FORMS OF ADDRESS**

Captain, Commander (Navy, Coast Guard)	
Envelope: official	Captain* Scott Allen Doe, USN
social	Captain* (and Mrs.) Scott Allen Doe
Salutation	Dear Captain* (and Mrs.) Doe: <i>or for a woman officer</i> Dear Captain* Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	Captain* (and Mrs.) Doe <i>or for a woman officer</i> Captain* Doe (and Mr. Doe)
Place Card	Captain* Doe Mrs. (Mr.) Doe
Introductions	Captain* Doe (and Mrs. (Mr.) Doe)
Conversation	Captain* Doe or Captain Mrs. (Mr.) Doe

\* *or* Commander



**Table A3.11. TITLES AND FORMS OF ADDRESS**

Lieutenant Commander; Lieutenant; Lieutenant, junior grade; Ensign (Navy, Coast Guard)	
Envelope: official	Lieutenant Commander* Scott A. Doe, USN (position title)
social	Lieutenant Commander* (and Mrs.) Scott A. Doe
Salutation	Dear Lieutenant Commander* (and Mrs.) Doe: <i>or for a woman officer</i> Dear Lieutenant Commander* Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	Lieutenant Commander* (and Mrs.) Doe
Place Card	Lieutenant Commander* Doe Mrs. (Mr.) Doe
Introductions: formal	Lieutenant Commander Doe (and Mrs. (Mr. Doe) <i>or for Ensigns</i>
social	Mr. (Mrs., Miss, Ms.) Doe (and Mrs. (Mr.) Doe)
Conversation	Lieutenant Commander* Doe <i>or</i> Lieutenant Commander <i>or</i> Mr., Mrs., Miss Doe

\**or* Lieutenant *or* Lieutenant, junior grade *or* Ensign, as appropriate. The specific rank of naval officers is customarily used on invitations and place cards as well as on envelopes

**Table A3.12. TITLES AND FORMS OF ADDRESS**

Retired Officer (Navy and Coast Guard)	
Envelope: official	(full rank) Scott A. Doe, USN*
social	(full rank)* (and Mrs.) Scott A. Doe
Salutation	Dear Rank** (and Mrs.) Doe: <i>or for a woman officer</i> Dear Base Rank** Doe (and Mr. Doe):
Complimentary Close	Sincerely,
Invitation	(Rank) (and Mrs.) Doe
Place Card	Admiral**Doe Mrs. (Mr.) Doe
Introductions: formal	(full rank) (full name) United States Navy, *Retired <i>or</i>
social	Admiral*** Doe (and Mrs. (Mr.) Doe)
Conversation	Admiral*** Doe Mrs. (Mr.) Doe

\* or USCG

\*\* as appropriate. The specific rank of naval officers is customarily used on invitations and place cards as well as on envelopes

\*\*\* With the exception of formal introductions, use base rank in conversation, e.g., Admiral Doe, *not* Rear Admiral Doe

## Attachment 4

## SERVICE EQUIVALENT UNIFORMS

Table A4.1. TABLE OF SERVICE EQUIVALENT UNIFORMS

EVENT WHEN WORN	ARMY	MARINE CORPS	NAVY	AIR FORCE	COAST GUARD	CIVILIAN ATTIRE	
	FORMAL & DINNER DRESS UNIFORMS					Gentlemen	Ladies
Official formal evening functions, State occasions	Blue Mess/ Evening Dress	Evening Dress "A"	Formal Dress	Mess Dress	Formal Dress	Tuxedo / White Tie	Evening Gown
Private formal dinners or dinner dances	Blue Mess	Evening Dress "B"	Dinner Dress Blue Jacket	Mess Dress	Dinner Dress Blue Jacket	Tuxedo	Evening Gown
	White Mess	Evening Dress "B"	Dinner Dress White Jacket	Mess Dress	Dinner Dress White Jacket	Tuxedo	Evening Gown
Less formal occasions requiring more formality than service uniforms	Army Blue (bow tie)	Blue Dress "A" or Evening Dress "B"	Dinner Dress Blue Jacket*	Mess Dress	Dinner Dress Blue	Tuxedo	Evening Gown/ Cocktail Dress
	Army White (bow tie)	Blue/White Dress "A" or Evening Dress "B"	Dinner Dress White Jacket*	Mess Dress	Dinner Dress White	Tuxedo	Evening Gown/ Cocktail Dress
CEREMONIAL UNIFORMS							
Parades, ceremonies and reviews when special honors are being paid, or official visits of or to U.S. or foreign officials	Army Blue	Blue Dress "A"	Full Dress Blue-Participants Service Dress Blue-Attendees	Service Dress	Full Dress Blue	Civilian Informal	Civilian Informal
	Army White	Blue/White "A"	Full Dress White-Participants Service Dress Blue-Attendees	Service Dress	Full Dress White	Civilian Informal	Civilian Informal

EVENT WHEN WORN	ARMY	MARINE CORPS	NAVY	AIR FORCE	COAST GUARD	CIVILIAN ATTIRE	
SERVICE UNIFORMS					Gentlemen		
Business and informal social occasions <u>as appropriate to local customs</u>	Army Green/ Class A	Service "A"/Blue Dress "B"	Service Dress Blue	Service Dress	Service Dress Blue "A" / "B"	Civilian Informal	Civilian Informal
	Army White	Service "A" or Blue/ White "B"	Service Dress White	Service Dress	Service Dress White	Civilian Informal	Civilian Informal
	Army Green/ Class B	Service "C"/Blue Dress "D"	Service Khaki	Blues w/short sleeve shirt (w/or w/out tie/tab)	Tropical Blue Long	Civilian Informal	Civilian Informal
	Army Green/ Class B	Blue Dress "D"/Service "C"	Summer White	Blues w/short sleeve shirt (w/or w/out Tie/tab)	Tropical Blue Long	Civilian Informal	Civilian Informal
	Army Green/ Class B	Service "B"	Winter Blue-E6 & below  Service Khaki -E7 & up	Blues w/long sleeve shirt (w/tie/tab)	Winter Dress Blue	Civilian Informal	Civilian Informal
WORKING UNIFORMS							
Working in field or plant environment where soiling of clothing is expected	Battle Dress	Utility	Working Khaki/ Aviation Working Green	BDU	Undress Blue/ Working Blue/ ODU	Civilian Casual	Civilian Casual
	Battle Dress	Utility	Winter Working Blue (E6 & below)/ Coveralls	BDU	Undress Blue/ Working Blue/ ODU	Civilian Casual	Civilian Casual
	Battle Dress	Utility	Utilities/ Camouflage Utility Working Uniform	BDU	Undress Blue/ Working Blue/ ODU	Civilian Casual	Civilian Casual

**Note:** Some uniforms are optional, seasonal or required for specific pay grades only. Check each Service's uniform regulations for specific guidelines.

\* Navy Dinner Dress Blue/White Jacket is mandatory only for O-4 & above and is optional for O-3 & below; O-3 & below equivalent is Dinner Dress Blue/White

**Attire:**

**Civilian Informal: Business Suit for gentlemen; dress or suit for ladies**

**Civilian Casual: Sports Coat open collar for gentlemen; Dress or Suit for ladies**

**Washington DC Specific Attire:**

**Civilian Informal: Business Suit for gentlemen; Dress or Suit for ladies.**

**Civilian Casual: Sports Coat & Open Collar for gentlemen; Dress, Pantsuit or Suit for ladies.**

## Attachment 5

### ESCORT OFFICER GUIDE

**A5.1. Distinguished Visitors (DV).** The primary responsibilities of being an escort officer are listed below. Please keep in mind, however, that the needs of each DV can be as unique as the person, so be sure to ask the DV if he or she has any additional requirements. (Ask this question each time you see the DV, as circumstances may change from day to day, and you will play an essential role in accommodating these changes as they come up). In addition, this guide represents the "norm" in terms of usual procedures. Occasionally, a DV visit has unusual circumstances and follows no particular guidelines. In this case, you need to "go with the flow." Make up a plan based on the information you have and the advice of the project officer. Give your plan the logic and sanity test.

#### **A5.2. Making Contact.**

A5.2.1. The protocol officer in charge of the event will provide you with the DV's name, grade, organization, position, and office telephone number. Also obtain a biography on the DV. Arrival/departure, lodging, and transportation information may also be available when you talk with protocol. Exchange home telephone numbers with both the protocol officer and project officer, just in case.

A5.2.2. Call the DV's office. Introduce yourself to the DV's secretary, executive officer and/or Aide-de-camp.

A5.2.3. Tell them WHO you are and WHY you are calling ("I have been appointed as the escort officer for Gen XXX for X event, and wanted to introduce myself, as well as talk about the DV's plans and requirements").

A5.2.4. Leave your full name, rank, and telephone number(s) with the DV's office

A5.2.5. Ensure you have the phonetic pronunciation and spelling of the DV's name; (It's better to ask the secretary until you have it correct, than assume you do and greet the DV incorrectly upon arrival--this is embarrassing).

A5.2.6. Double check flight numbers, arrival and departure times, and transportation requirements (MilAir, Commercial Air, Rental Car, etc.); protocol handles lodging reservations, so you may be able to tell the DV's staff member the suite/reservation number. Don't assume that the DV's office will call you and update you when there is a change. Call his/her office again 2-3 days prior to the event, as MilAir requests are confirmed in this time frame and you may have to make significant transportation adjustments.

**A5.3. Transportation.** Whether the DV is arriving at the airport or base operations, make sure transportation has been arranged with base transportation via protocol. If it's an airport arrival, you may get a staff car from transportation (make sure you pick up the car in a strategic location; if you leave it with the DV, you will need to get home or back to your office somehow). Drive the staff car to the airport to greet the DV and transport the DV back to the base. If the DV is arriving MilAir at base operations, either you or a transportation driver will be responsible for picking up the DV. In either case, you will be there to greet him or her. If escorting a general officer, make sure the appropriate star plate is on the car (the star(s) should point up). If you are alone in the car, before driving, remove the plate. Replace it before the DV gets in.

**A5.4. Lodging Check-In.** Before you depart for the airport or base operations, pre-register the DV at the lodging office/pick up the room key, locate the room, and inspect it. During your inspection, please ensure the following items/actions are accounted for/executed.

- A5.4.1. DV's key opens the door (seems obvious, but test it anyway)
- A5.4.2. Room is clean and furniture is in good repair
- A5.4.3. Fresh linen is on the bed
- A5.4.4. Toilet paper is available/toilet flushes properly
- A5.4.5. Plenty of towels and wash cloths are clean and available
- A5.4.6. TV, remote control, VCR/DVD player and lights are operational
- A5.4.7. Refrigerator is on, works properly, and is stocked sufficiently
- A5.4.8. Check expiration dates on amenity items (candy bars, milk, juices, etc.) and remove items that are expired and turn them in/report discrepancies to lodging front desk
- A5.4.9. Ample hangers are in the closet, iron, ironing board, and starch
- A5.4.10. Check alarm clocks to ensure clocks are set to correct time
- A5.4.11. Phone works (unsecured/secure); directions & directory are located near the phone
- A5.4.12. There is nothing remaining in the room from the previous occupant
- A5.4.13. Room temperature is comfortable
- A5.4.14. Welcome notes or other welcome items are visible and displayed attractively

**A5.5. Pick-Up.** This is where the rubber meets the road. All of the preparation you have done to this point will make picking up the DV run much smoother. Your DV may arrive commercially at the airport, or locally at Base Ops, you'll need to keep on top of the DV's schedule. Below are two checklists, one for commercial air arrivals/departures and one for MilAir arrivals/departures. Familiarize yourself with both, as a commercial reservation is OFTEN changed to MilAir arrangements 1-3 days prior to the visit.

**A5.6. Commercial Air.**

- A5.6.1. After picking up a staff car, pre-registering the DV at the lodging office, and inspecting quarters, drive to the airport and park as conveniently as possible.
- A5.6.2. Go into airport and reconfirm arrival time of aircraft on visual displays.
- A5.6.3. Locate your DV's gate and wait for him/her there. Upon arrival, introduce yourself, greet them, and escort them to the baggage claim area. (Hopefully, you've seen the DV's bio so you can recognize him or her).
- A5.6.4. Assist them with any luggage they have and put the luggage in the trunk (know how to open trunk ahead of time).
- A5.6.5. Open the car door for the DV (DV is normally seated in the right rear seat, however, they may want to ride in front -- be flexible).
- A5.6.6. Arrive at the DV lodging or wherever the DV needs to go from the airport.

A5.6.7. If the DV lodging is the destination, pull the staff car up to the entrance of the building where the DV's room is located. Assist the DV with the car door and luggage, and show the DV to his or her room. Before you depart, discuss any requirements with the DV and agree on the next meeting point (if possible). Give the DV your escort card/business card with phone numbers. If the staff car does not stay at the DVQ for the DV's use, return the vehicle to transportation. If it does stay with the DV (which is usually the case), make sure you park your POV where you end up leaving the staff car so you can get home or back to the office.

A5.6.8. Some DVs require minimal assistance from escort officers and may dismiss you after the initial greeting. This is okay as long as the DV knows how to contact you if assistance is needed during the visit.

A5.6.9. Commercial Departure. Arrange staff car with transportation/protocol again. Pick up DV at previously agreed upon time and place. Assist with luggage, drive them to the airport, assist with luggage and escort them to their gate. Double check departure time of aircraft to ensure no changes. Return to base and drop off staff car at transportation.

### **A5.7. Military Air (MILAIR).**

A5.7.1. Coordinate with your protocol officer to get your instructions on what you will be required to do and where you will need to report for military air (MILAIR) arrivals. Once you have contacted transportation to confirm vehicle support, pre-registered the DV at the lodging office, and inspected quarters, you may be asked to drive to base operations. Park in the front parking lot if you take your POV and walk through the building to the back counter, or pull around onto the flight line if you are in a staff car, and park the car in the circle drive directly in front of the building. Note: this should all be done in coordination with the protocol officer and these tasks may be handled differently at each installation base.

A5.7.2. You may be asked to assist or check with base ops on the following:

A5.7.2.1. Check to insure welcome message is on the appropriate base marquee(s)

A5.7.2.2. Arrival time of the aircraft (give them the call sign and the DV's name).

A5.7.2.3. Ask the controllers to show you exactly where the aircraft will park on the flight line (have them point to it). Transient alert will set up equipment near the intended aircraft parking spot.

A5.7.3. A local DV may also be assigned to greet the incoming DV; locate that person, introduce yourself, in brief him or her. If the local DV's rank is below the incoming DV's, then the local DV should also salute the aircraft. The local DV should stand to your right on the flight line, and he or she should lead "present arms" and "order arms" for you both, unless this person is a civilian. In that case, only you, as the military escort officer, will salute.

A5.7.4. As the aircraft lands, position yourself on the center edge of the painted red carpet. Remember, safety is paramount. Although these are the guidelines, be sure you are out of the way of danger.

A5.7.5. As the aircraft comes to a stop, military should salute; once the engines are off, move toward the aircraft door.

A5.7.6. The transportation driver should pull staff car up to the aircraft; if you are the driver, then you can pull the car close to the aircraft while the local DV greets and leave it running while you get out to



assist with luggage. If you are both the greeter and the driver, you will have to juggle this the best you can. One trick is to get the car close to the yellow line, leave it running as the aircraft taxis toward its parking spot, jump out of the vehicle, and quickly position yourself to salute and greet.

A5.7.7. Greet the DV, introduce yourself, and assist with all bags.

A5.7.8. Open the car door for the DV, ensure bags are in the trunk.

A5.7.9. Salute the car as it drives away (if a transportation driver is present or the DV chooses to drive the staff car); or, get in the car and drive the DV to the DV quarters/destination. Hopefully you've worked this out ahead of time so your POV is available where you need it.

A5.7.10. If going to the DV's quarters, pull the staff car up to the entrance of the building where the DV's room is located. Assist the DV with the car door and luggage, and show the DV to his or her room. Before you depart, discuss any requirements with the DV and agree on the next meeting point (if possible). Give the DV your escort card/business card phone numbers.

A5.7.11. Some DVs require minimal assistance from escort officers, and may dismiss you after initial greeting. This is acceptable; just insure that the DV knows how to contact you if assistance is needed during the visit.

A5.7.12. MILAIR Departure. Call base operations ahead of time to confirm departure time or to inform them/the aircrew that the DV desires to depart earlier or later. Pick up the DV at agreed upon time and place and transport to base operations or meet him/her at base operations. The aircrew should be ready to receive. Assist with bags and salute the aircraft as soon as it begins to move out (if military), and then move back toward base operations. Remain at base operations until wheels are up.

## **A5.8. Reminders.**

A5.8.1. In the days prior to the DV's arrival, protocol will get updates on the DV's travel plans; make sure you keep in touch with the protocol project officer so you do not miss any changes.

A5.8.2. Uniform for escort duty is Service Dress unless you are instructed otherwise.

A5.8.3. Make sure you can properly pronounce the DV's name; obtain a biography available to familiarize yourself with the DV's background and appearance (for recognition purposes at the airport).

A5.8.4. Use common sense at all times and remain flexible.

A5.8.5. Get a haircut (if necessary) before the DV arrives and ensure your uniform is in top condition.

A5.8.6. Know where you are going. Directions to and from the airport should be studied prior to the DV's arrival. If you have never been there, dry run the route.

A5.8.7. Ensure you keep your list of relevant POC telephone numbers (i.e. transportation, protocol, lodging) with you at all times; protocol will provide you with this list; you'll need it if something unexpected occurs—and it often does!

A5.8.8. Make sure you have an itinerary of the event the DV is attending and are familiar with it.

A5.8.9. Call protocol if you have any questions or concerns regarding your responsibilities; or if your DV asks you a question that you cannot answer, do not assume anything; tell the DV you will get right back to him or her with the answer and then call protocol or the appropriate person/place for guidance.

A5.8.10. Arrive at base operations or the airport at least 30 minutes prior to scheduled arrival time.

A5.8.11. Be prepared for inclement weather (umbrella).

A5.8.12. Be familiar with the events that your DV is attending (i.e., if attending a conference, get a copy of the conference itinerary and briefing agenda from the project officer so you can answer questions that the DV might have about times, dress requirements, etc.).

A5.8.13. Know locations of restrooms, telephones, etc.

A5.8.14. Know dress requirements for every event (for the DV and the spouse).

A5.8.15. Carry a notepad.

**Figure A5.1. QUICK REFERENCE ESCORT CHECKLIST**

1. YOU ARE NOTIFIED BY YOUR UNIT EXEC OFFICER OF ESCORT DUTY.
2. CALL PROTOCOL AND GET ALL OF THE INFO PERTINENT TO THE DV VISIT.
3. CALL THE DV'S OFFICE TO SPEAK WITH THE DV'S SECRETARY, EXEC AND/OR AIDE; GIVE THEM YOUR CONTACT NUMBERS AND INQUIRE ABOUT THE DV'S ITINERARY.
4. KEEP TABS ON THE ARRIVAL TIME OF THE DV—IT ALMOST ALWAYS CHANGES! DO THIS THROUGH PROTOCOL INSTEAD OF CALLING THE DV OFFICE TOO FREQUENTLY; IF THE DV'S OFFICE CALLS YOU WITH AN UPDATE, MAKE SURE YOU BACK-BRIEF PROTOCOL, IT MAY AFFECT A LOCAL DV GREETER'S SCHEDULE, SUCH AS WING/CC OR CV.
5. ONCE ARRIVAL/DEPARTURE TIMES, LODGING, AND TRANSPORTATION INFO ARE CONFIRMED, MENTALLY WALK THROUGH YOUR PLAN SO YOU ARE CERTAIN EVERY BASE IS COVERED.
6. PRE-REGISTER THE DV AT THE DV QUARTERS BEFORE HIS/HER ARRIVAL. PICK UP THE KEY, LOCATE THE ROOM AND INSPECT IT IF IT'S READY.
7. ARRIVE AT THE DESIGNATED ARRIVAL POINT (BASE OPS/AIRPORT) AT LEAST 30 MINUTES AHEAD OF TIME. IF THERE ARE ANY CHANGES YOU WILL BE ABLE TO COMMUNICATE THEM TO THE LOCAL DV GREETER SO HE/SHE DOES NOT WASTE THEIR TIME BY ARRIVING TOO EARLY OR LATE.
8. DOUBLE CHECK THAT TRANSPORTATION IS AVAILABLE AND HAS THE CORRECT RANK DISPLAYED (IF APPROPRIATE); BRIEF THE LOCAL DV GREETER UPON ARRIVAL, AND GET INTO POSITION SOON AFTER THE TEN MILE OUT CALL—DON'T FORGET YOUR EAR PLUGS!
9. GREET THE DV UPON ARRIVAL, COLLECT ANY BAGS, AND TRANSPORT THE DV TO THE APPROPRIATE DESTINATION.
10. AGREE ON DEPARTURE PLANS WITH THE DV, AS WELL AS ANY OTHER IMPORTANT ISSUES BEFORE DEPARTING. ENSURE THE DV HAS ALL OF YOUR CONTACT INFO IN CASE SOMETHING COMES UP.
11. SEE THE DV OFF—ASSIST WITH ANY EXTRAS AND EVERYTHING REQUIRED!! CALL PROTOCOL FOR HELP.